ARMY RESERVE MAGAZINE

2006

WARRIOR-CITIZENS: INTEGRAL TO THE FUTURE FORCE

Operation Warrior Trainer Lets Soldiers Train Soldiers

CAR's Vision for 21st Century Force

New Top Enlisted Army Reserve Soldier

SUPPORT OUR TROOPS

ARMY RESERVE MAGAZINE

ON THE COVER

Soldiers from the 391st Military Police Company, an Army Reserve unit from Columbus, Ohio, stand shoulder-to-shoulder to control a simulated uprising during a riot-control exercise. The exercise was part of training that also included the resisting of detainees.
(PHOTO: SPC JASON VENTURINI)

Also on the cover: The yellow ribbon symbolizes our commitment to honoring those of our Army Reserve Soldiers who have fallen, those who are missing and those who are serving around the globe. It will appear on each issue until they all come home.

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BACK COVER

SSG Robert G. Van Meter (far right), 793rd Movement Control Team, Kaiserslautern, Germany, talks to Army Reserve SGM Frederick A. Bultemeyer (center); his wife, Louan; and his son, Jason. Van Meter is one of the Army Reserve liaisons at Landstuhl Regional Medical Center, Germany, supporting the Army Wounded Warrior Program.
(PHOTO: SFC DERRICK WITHERSPOON)

SUBMISSIONS · *Army Reserve Magazine* invites articles, story ideas, photographs and other material of interest to members of the U.S. Army Reserve. Manuscripts and other correspondence for the editor should be addressed to Commander, U.S. Army Reserve Command, Attn: Public Affairs (ARM), 1401 Deshler Street, SW, Fort McPherson, GA 30330-2000, telephone 404-464-8500 or dsn 367-8500. All email submissions should go to usarcmag@usar.army.mil. All articles ***must*** be submitted electronically or on disk or CD. Unsolicited manuscripts and photographs will not be returned. Query by letter.

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News Briefs

CSM CAFFIE NEW TOP ARMY RESERVE ENLISTED SOLDIER

By Chuck Prichard
Army Reserve Public Affairs

WASHINGTON — In a ceremony held at the Pentagon on Aug. 29, 2006, CSM Leon Caffie was sworn in as the 10th command sergeant major of the Army Reserve, taking over for CSM Michelle Jones, who has served in the assignment since October 2002.

Due to a change in structure, Caffie will fill a dual role by also being command sergeant major of the U.S. Army Reserve Command. In that capacity, Caffie succeeds CSM Nick Piacentini, who is moving on to be the command sergeant major at the Military Intelligence Readiness Command. Caffie previously served as the command sergeant major of the 377th Theater Support Command headquartered in New Orleans, La.

In his new position, Caffie is the top NCO of more than 153,000 enlisted Soldiers who fill the ranks of the Army Reserve. His duties include serving as the chief adviser to the Chief, Army Reserve on all enlisted Soldier matters, particularly areas affecting training, leader development, mobilization, employer support, family readiness and support, and quality of life. Caffie is the Army Reserve enlisted Soldier's representative at all levels within the Army, Department of Defense, U.S. Congress and in the media. He also will serve as an active member of multiple councils and boards that make decisions and recommendations affecting Soldiers and their families.

Caffie comes to the job with more than three decades of military experience. He started his military career April 2, 1970 when he was drafted into the United States Army. He served his country in Vietnam from August 1970 to June 1971. Caffie joined the U. S. Army Reserve on March 31, 1972, and has served in many different assignments during his climb through the ranks. His military campaigns include Vietnam, Operation Enduring Freedom and Operation Iraqi Freedom. During Operation Enduring Freedom, Caffie served as the CSM of Camp Arifjan, Kuwait.

His military awards and decorations include the Republic of Vietnam Campaign Medal, the Vietnam Service Medal, the National Defense Service Medal, the Army Achievement Medal, the Army Commendation Medal, the Meritorious Service Medal, the Legion of Merit Medal and two Bronze Star Medals, one for service in Vietnam and the other for service during Operation Iraqi Freedom.

In his civilian career, Caffie serves as the commander of the Criminal Investigations Division of the Sheriff's Office in Alachua County, Fla. He is charged with the overall administration of the Criminal Intelligence Bureau, Detective Bureau, Juvenile Relations Bureau and Warrants Bureau.

Caffie holds an Associate of Arts Degree in General Education from Santa Fe Community College, Gainesville, Fla., and a Bachelor of Science in Communications from Regents College, Albany, New York. He also has a diploma in Criminal Justice Education from the University of Virginia in Charlottesville, Va. and he graduated with distinction from the FBI National Academy in June 1991.

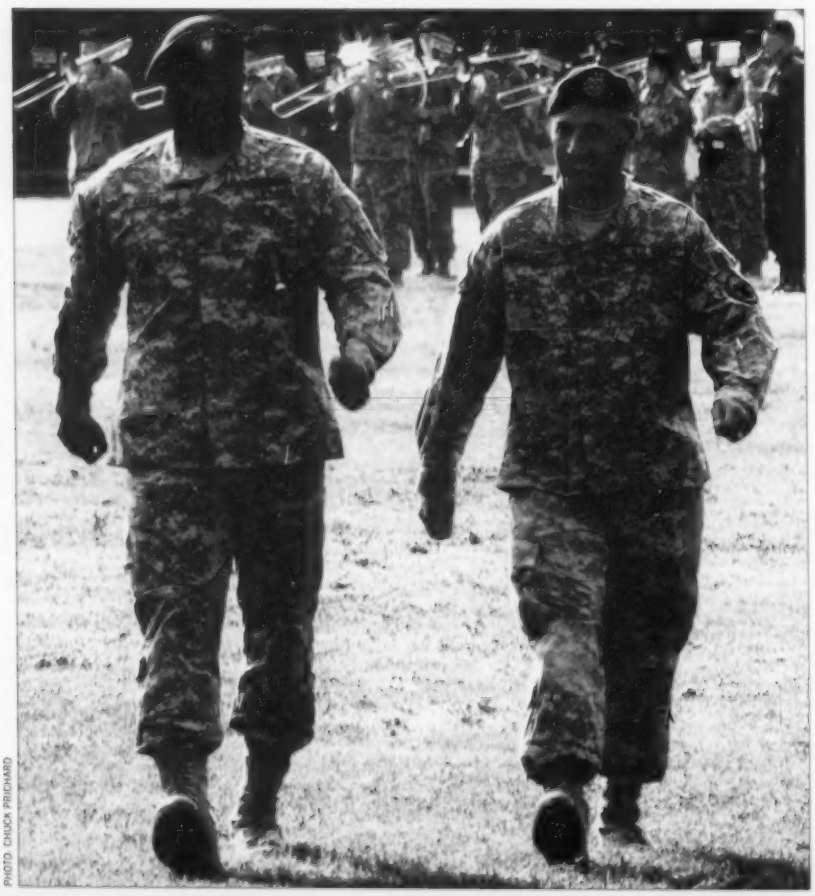


PHOTO: CHUCK PRICHARD

CSM Leon Caffie (left) and CSM Nicholas Piacentini return from their inspection of the troops who gathered to participate in a ceremony marking Caffie's assumption of responsibility from Piacentini.

PHOTO: U.S. ARMY

MG Alan D. Bell, deputy commanding general, U.S. Army Reserve Command

MG BELL SELECTED DCG OF U.S. ARMY RESERVE COMMAND

By Chuck Prichard
Army Reserve Public Affairs

FORT McPHERSON, Ga. — The Chief of Staff of the Army announced Aug. 18, 2006 the selection of MG Alan D. Bell to be the Deputy Commanding General of the U.S. Army Reserve Command headquartered at Fort McPherson, Ga. Bell's new duties will also include simultaneously serving as the Deputy Chief of the Army Reserve for Operations, Readiness, Training and Mobilization.

Bell fills a vacancy that was created in May 2006 when current Army Reserve Commander LTG Jack C. Stultz was selected as the commander of the U.S. Army Reserve Command.

Prior to his selection for this post, Bell, who resides in Georgia, served as the Commander of the 81st Regional Readiness Command, located in Birmingham, Ala.

Bell began his Army Reserve career in 1975 as the Assistant Civil Defense Officer, 310th Civil Affairs Group in Chamblee, Ga., with follow-on assignments including; Training Officer, Support Section, 81st Army Reserve Command (ARCOM), East Point, Ga., Headquarters Commandant, 81st ARCOM, Instructor, Officer Advanced Course and later Operations Officer at 3283rd United States Army Reserve Forces School, Chamblee, Ga. He also served as project officer and subsequently became the executive officer for the 449th Area Support Group (ASG), Forest Park, Ga. After departing the 449th ASG, he commanded the 352nd Maintenance Battalion, Macon, Ga. After battalion command, he served as Commander, 4th Brigade (Combat Service Support), 108th Division, Decatur, Ga. Following brigade command, he served as Chief of Staff, 108th Division, Charlotte, N.C. He then served as the Commander, First Brigade, and Deputy Commanding General for the 87th Division (Training Support), Birmingham, Ala. In February 2003, he became the Commanding General for the 81st Regional Readiness Command, Birmingham, Ala.

His military schools include attending the Armor School Basic and Advanced Course at Fort Knox, Kentucky; the Civil Affairs Advanced Course; Military Intelligence Advanced Course; the Ordnance Maintenance Management Officer Advanced Course; the United States Army Command and General Staff College, and the U.S. Army War College, Carlisle Barracks, Pa. He also holds a Masters Degree in Public Administration from Georgia State University.

Bell's decorations and awards include the Legion of Merit, Soldiers Medal, Meritorious Service Medal with four Oak Leaf Clusters, Army Commendation Medal, Army Achievement Medal with three Oak Leaf Clusters, National Defense Service Medal with Campaign Star, Army Reserve Component Achievement Medal, Armed Forces Reserve Medal with Ten Year Device, Humanitarian Service Medal, Parachutist Badge, Air Assault Badge and the Ranger Tab.

RESERVE INCOME REPLACEMENT PROGRAM NOW IN EFFECT

By LTC Matt Leonard
Army Reserve Public Affairs

WASHINGTON — A new program is now in effect which will help reserve-component Soldiers who are earning less income while mobilized than they earned from their civilian jobs. The Reserve Income Replacement Program (RIRP) became effective Aug. 1, 2006.

RIRP was developed to provide specific payments to eligible members of the National Guard and Reserve who are involuntary serving on active duty and who are experiencing a monthly active duty income differential of more than $50.00, as determined by the member's Service Secretary.

RIRP is an entitlement that may be paid to all eligible service members. To be eligible for RIRP payments, the member must be currently serving on active duty in an involuntarily status and have:

- ★ Completed 18 consecutive months of active duty, or
- ★ Completed 24 months of active duty during the previous 60 months, or
- ★ Been involuntarily mobilized for 180 days or more within six months of the previous involuntary period of active duty of more than 180 days.

The first RIRP payments for eligible service members will occur in September 2006, for duty performed in August 2006 (the first full month authorized for payments). Income replacement payments will be made only for full months of qualifying involuntary active duty performed from August 2006 through December 2008.

RIRP payments will be made to eligible members on a monthly basis and will not exceed $3,000 per month.

To apply Soldiers need to complete a DD Form 2919. They submit the form, along with a copy of their most recent federal tax return showing 12 months of

civilian income prior to their mobilization to their unit administrator or servicing personnel office.

RIRP payments will be made to eligible members on a monthly basis and will not exceed $3,000 per month.

For more detailed information about RIRP or assistance in determining/verifying eligibility, Soldiers should contact their unit administrator or visit **www.dod.mil/ra.**

For Army Reserve RIRP policy questions contact your Unit Administrator or USARC-G1, MSG Patricia D. Dixon, Cmcl (800) 359-8483 or (404) 464-9009, **patricia.dixon@us.army.mil** or MAJ Anne Bailey at 404-464-9673, **anne.c.bailey@usarc.army.mil**. Questions may also be emailed to **ARMYG-1RIRPPOLICY@hqda.army.mil**.

TOP DOD RESERVE OFFICIAL PLEDGES CONTINUED SUPPORT

By Chuck Prichard
Army Reserve Public Affairs

FORT McPHERSON, Ga. — While pay and benefits have gotten better in recent years for Army Reserve Soldiers and members of the other reserve components, there is still some room for improvement. This was the view of a top Department of Defense official, Assistant Secretary of Defense for Reserve Affairs Thomas F. Hall, expressed during a visit to the U.S, Army Reserve Command (USARC) headquarters at Fort McPherson, Ga. in August 2006.

"We have passed 120 changes in the law in the past two years that affect the way that we pay and compensate guardsmen and reservists," said Hall. "We are at about 90 percent of where we need to be with pay and benefits."

Hall serves as the principal staff assistant to the Secretary of Defense on all matters involving the 13 million service members who fill the ranks of all U.S. reserve forces, including the Army Reserve.

Relatively recent changes have equalized basic pay and allowances between the active service and their part-time counterparts, Hall said during remarks to members of the Georgia Chapter of the Reserve Officer Association. One of the issues his office is focusing on is improving medical benefits for Reserve members and their families.

"We have changed the TRICARE system so that reservists can use it. The problem we face now is that some doctors and healthcare providers will not take TRICARE," Hall said. He asked those in attendance at the ROA meeting to help spread the word through the medical community that TRICARE is now easier for providers to navigate.

Assistant Secretary of Defense for Reserve Affairs, Thomas F. Hall, addresses USARC Soldiers and civilians and members of the Georgia Chapter of the Reserve Officer Association.

PHOTO: CHUCK PRICHARD

Hall said he and his staff are also working to update equipment for reserve forces.

"There is a dedication on the part of the Army to make sure that the people who go to the fight have the same kind of equipment and are trained on that equipment and, as much as we can, have standardized equipment for the guard, reserve and active duty," Hall said.

"I expect that, if there is some change, it will be tied to mobilization. I think it will be a policy that if you serve a year on mobilization then your retirement age will be lowered one year. But we'll have to see what they pass, if anything."
— Thomas F. Hall

When asked about possible changes to the current reserve retirement pay system, Hall said he does not expect Congress to approve an across-the-board policy to lower the age at which retired Reserve members can draw pay. They must now wait until they turn 60 years old before they begin receiving retirement pay.

"I expect that, if there is some change, it will be tied to mobilization," Hall said. "I think it will be a policy that if you serve a year on mobilization then your retirement age will be lowered one year. But we'll have to see what they pass, if anything."

Hall visited USARC at the behest of LTG Jack Stultz, Chief of the Army Reserve. "When I took over this position I made a list of people I needed to see. Secretary Hall was near the top of that list. I invited him to visit so that he can see the great things that our Soldiers are accomplishing," Stultz said.

Hall, a retired two-star rear admiral, served more than 34 years on active duty with the U.S. Navy. He was appointed to his current position in October 2002.

Hall holds high regard for the Soldiers, sailors, airmen and Marines who perform double duty as productive citizens and who also serve in the reserve forces.

"They are the next greatest generation," he said, likening them to the Americans who fought in World War II.

"More than half a million reserve members have been mobilized since 9-11. There are currently 105,000 mobilized. That trend will continue into the foreseeable future," Hall continued.

"These young men and women have answered our nation's call to the colors. They deserve the very best in pay, benefits and equipment. We owe it to them for the sacrifices they are making to protect freedom for the rest of us.

CIVIL AFFAIRS AND PSYOPS COMMAND REALIGNS UNDER U.S. ARMY RESERVE COMMAND

By LTC Matt Leonard
Army Reserve Public Affairs

Fort Bragg, N.C. — A May 23, 2006 ceremony marked the transfer of operational command and control of the U.S. Army Civil Affairs and Psychological Operations Command (USACAPOC) from U.S. Army Special Operations Command (USASOC) to the U.S. Army Reserve Command.

The move is recognition of the strategic importance that the Army Reserve civil affairs and psychological operations forces play in fighting the Global War on Terrorism. By reducing the number of coordinating headquarters, the Army can more efficiently utilize these Soldiers to not only serve with special forces and task forces, but to recognize their importance to conventional forces as well. Streamlining command and control will also enable closer and more direct care for USACAPOC's Army Reserve Soldiers and their family members.

The realignment impacts 9,000 Army Soldiers located in 25 states.

The realignment impacts 9,000 Army Reserve Soldiers located in 25 states. The Army Reserve's major subordinate units include the 350th, 351st, 352nd, and 353rd Civil Affairs Commands, each with subordinate brigades and battalions, and the 2nd and 7th Psychological Operations Groups, each with four battalions and subordinate companies.

"Today's transfer of command is about recognizing the critical civil affairs and psychological operations mission support requirements for both special operations and conventional operations," said LTG Robert W. Wagner, USASOC commanding general and co-host of the ceremony.

Wagner and MG Herbert L. "Buz" Altshuler presented USACAPOC with the Army Superior Unit Award by placing a streamer on the command's flag. The award recognized the difficult and challenging mission of supporting civil affairs and psychological operations units, individual Soldiers, USASOC and regional combat commanders. ARM

CLARIFICATION

On page 7 Summer 2006 issue of *Army Reserve Magazine*, reference was made to the "Casting Call" link on the Army Reserve web site. The link has been deactivated. For information on participating in Army Reserve advertising productions, visit the Army Reserve Web site, **www.armyreserve.army.mil/arweb** and click on For Soldiers at the top of the page.

ARMY RESERVE TRANSFORMATION

By LTG Jack C. Stultz
Chief, Army Reserve
Commanding General, U.S. Army Reserve Command

PHOTO: U.S. ARMY

CHIEF, ARMY RESERVE SHARES VISION OF 21ST CENTURY FORCE

WASHINGTON — Being selected as the Chief, Army Reserve, is not only a privilege and an honor, but is also very humbling. Having served two years in Iraq and Kuwait with Soldiers — active, guard and reserve — and seeing their sacrifices and their positive attitudes, I am awed by their performance and the fact that I'm now responsible for the well-being of tens of thousands of Soldiers and their families.

At the same time, my new job is exciting. Some days, I feel like a fighter pilot who's about to land at night on the pitching deck of an aircraft carrier. But the reason my adrenaline's rushing is that we're leading the transformation of the Army Reserve to respond to the challenges of the 21st Century.

To successfully lead the Army Reserve through this period of change, it's my duty to develop a compelling vision for the force and to build and execute a winning strategic plan to accomplish organizational objectives. To lead the force forward into the future,

I must do the right things — and help you do the right things — to translate this vision into reality and sustain it.

When our transformation is complete, I see our Army Reserve as a community-based federal operational force of skill-rich Warrior-Citizens providing complementary capabilities for joint expeditionary and domestic operations. Let me tell you why I see our outfit in this way.

"These deployments helped me understand your sacrifices and concerns. They helped me understand what it means to be a Warrior-Citizen." — LTG Jack C. Stultz

You — like Army National Guard Soldiers — *are* the Army in your communities. Each of you returns value to your community through your service to our nation, and people in your community look up to you. Unlike the Army National Guard, ours is a federal force that must be prepared to deploy immediately in support of operations overseas and at home.

We must become a fully complementary, fully operational force that is very different from the strategic force our nation needed during the Cold War era. I see an Army Reserve that is fully deployable with skills that are best learned in our military-civilian culture but that complement the active Army component.

Our force of Warrior-Citizens includes surgeons, fire chiefs, teachers, city planners, waterworks directors and police officers with skills learned in their civilian careers that aren't resident in the active component. The wars in Iraq and Afghanistan have demonstrated the need for their skills, which are critical to stability and reconstruction operations.

As we work together to achieve our vision of the Army Reserve, my focus will be on the Warrior-Citizen because I'm just like you. I am an Army Reserve Soldier.

During my career as an Army Reserve Soldier, I deployed three times — for Operations Desert Shield and Desert Storm, Operation Joint Endeavor and Operation Iraqi Freedom. These deployments helped me understand your sacrifices and concerns. They helped me understand what it means to be a Warrior-Citizen.

I understand that, as your Chief, I have a dual responsibility. I must provide warriors to support the expeditionary army, homeland security and domestic operations. It also means that I must return our Warrior-Citizens to their families and their employers mentally, physically and emotionally stronger.

Priority 1: Rebalance and Restructure

As I focus on the Warrior-Citizen, my number one priority will be to rebalance and restructure the force.

We must find a balanced way to provide warriors when our nation calls on us while allowing you to attend to your family, your career and your education. To accomplish this, I remain committed to implementing the Army Reserve Force Generation (ARFORGEN) model.

ARFORGEN is a process in which units move through defined phases in order to reset, train, achieve mission readiness and be available for deployment. The Army Reserve applies this process over a five-year cycle.

Under ARFORGEN, I can tell you that you will be available for mobilization once every five years if needed. This kind of predictability in the mobilization cycle gives you the ability to plan important aspects of your life: your education, your career or even your wedding. At the same time, families, employers and combatant commanders will know which role — warrior or citizen — you will be playing and when.

This is our partnership with America. When our nation needs its citizens to be warriors, communities across the nation will send Soldiers with the skills we need to fight and win wars. In turn, we will return to those communities citizens who are more mature, better leaders and better followers.

Further, to ensure that the Army Reserve remains relevant in the 21st century, we will continue our initiative to restructure our forces to better support the active Army's needs, cut back on units that are less often deployed and eliminate units that have little utility on today's battlefields. We are standing up functional commands that relate to a specific dimension of war-fighting. We will have separate, deployable headquarters for engineers, military police, and aviators and so on. We are also flattening our command and control structure. Our 11 Regional Readiness Commands are standing down while four Regional Readiness Sustainment Commands are standing up.

Additionally, we will consolidate and expand civil affairs and psychological operations units in our force.

The result of the reshaping of our force will be a more streamlined command and control structure and an increase in ready, deployable assets to support the Global War on Terrorism.

Priority 2: Improve Recruiting and Retention

I recognize that we recruit a Soldier and retain a family, and I believe a restructured force that lets you, your family, your civilian boss and your military boss know when you may deploy will help us attract citizens to our force and retain many warriors who are valued members of our team.

"We're asking more of you, and we must ensure we take care of you and your family by providing, for example, improved health-care, educational benefits and incentive bonuses."

— LTG Jack Stultz

Although the restructuring we've already accomplished has freed up forces for deployment and alleviated personnel shortfalls, problems persist. Retention in the active component remains high, and competition in the marketplace for qualified applicants is fierce. The Army Reserve has about 195,000 on its rolls, and I believe continued restructuring and a renewed recruiting push will continue to improve the personnel picture.

As we work to bring new Soldiers into the force, we must also retain skilled and experienced leaders by letting them know their contributions are important and valued. We're asking more of you, and we must ensure we take care of you and your family by providing, for example, improved health-care, educational benefits and incentive bonuses.

Priority 3: Right Equipment in the Right Place

Recognizing that the work you do is vital, we must provide you with the right equipment and ensure you train with the same equipment you will use when you deploy. You should never arrive on the battlefield to find equipment with which you've never worked or trained.

When our force was a strategic reserve, our combat support units were considered theater-level units that operated in the rear. They didn't need night-vision gear or 50-caliber machine guns. Well, "the rear" doesn't exist anymore, and when you are on today's asymmetric battlefield, you must be equipped for the front line because, in most cases, that's where you'll be.

PHOTO: U.S. ARMY

LTG Jack C. Stultz addresses a Pentagon audience.

Change to Impact Soldiers, Families, Employers, Commanders

You — the front-line Soldier — your family, your employer and your combatant commander will all benefit from the improved predictability and stability ARFORGEN will provide. At any time, you will be able to look ahead and tell your family and your boss where you will be in training and when you will or won't be available.

While ARFORGEN does not guarantee our Soldiers five years between deployments because our enemy and the strategic environment are unpredictable, it provides a planning cycle for Soldiers, their families and their employers. Employers can plan training and professional development activities, and families can plan for buying or building a house or for having children.

Each member of our team must understand why we are reshaping the Army Reserve into an operational force to defend this nation. We're in the Global War on Terrorism for the long term, and the active Army requires the complementary skills we provide. We must change to meet these requirements and make the world safe for our families and fellow citizens, now and for the future.

We must also recognize that change isn't easy for everyone. Whenever you transform an organization — military or civilian — some people will say, "I didn't join the company to do that." And this is okay. If there's not a match between what people are looking for and what the organization is offering, neither will be happy or productive.

I know that some Soldiers won't find a match in the transformed Army Reserve, so they will retire or leave when they complete their mandatory service. I understand why Soldiers make these choices, and I will commend them for their service.

On the other hand, most of you will welcome change and tackle your duties with new energy and enthusiasm because you understand why the organization must be transformed. That's what I'm seeing in the Army Reserve.

"Our Soldiers have good reason to buy into our transformation."
— LTG Jack C. Stultz

Our Soldiers have good reason to buy into our transformation. Many return from deployment and tell me that, for the first time, they were able to use all their skills. They tell me they're no longer viewed as "just a reservist," but as a vital, contributing part of the Army.

As our transformation continues, know that every member of the Amy Reserve team has a part to play in achieving our vision. I ask families and employers to continue to support their Soldiers so they can to do what they must do for our nation.

Secondly, keep the lines of communications open and promote frequent dialogue. Families must tell us what they need, identify where we're not meeting their needs and advise us where we can improve.

And, finally, remember that we exist — by law — to provide trained and ready Soldiers and units when the nation needs us.

Today, our nation is committed to fighting the Global War on Terrorism — a war that will continue for many years — and we must become a more dynamic, agile, flexible fighting force to provide ongoing support. The nation has called, we've answered the call, and we're going to continue to answer the call. ARM

WELL-BEING/ FAMILY READINESS

PHOTO: GREGORY JONES

Camper Johnathan Kraft demonstrates his electronic messaging skills for LTG Jack C. Stultz, Chief, Army Reserve, at an Operation Purple camp at the Patuxent River 4H Center, Upper Marlboro, Md. Kraft was among 50 eight to 12-year-olds whose parents represent every branch of military service, active and reserve components, who attended the camp hosted by Army Reserve Child and Youth Services.

AMERICA SUPPORTS MILITARY FAMILIES

By Mike Sick
Marketing/Public Relations
Defenseweb Technologies

Often missing from the nightly news are stories about deployed Soldiers' families back home. Even though efforts to support military families are increasingly common, they are not likely to command much media attention. When a military family confronts a problem that is complicated by the fact that their Soldier is half a world away, there are many programs and agencies that step up to help them.

Army Reserve Family Programs is staffed by 141 full-time and contract Family Program members, spread out across the United States to provide essential services to Army Reserve Soldiers and their families. They are also responsible for command consultation with unit leaders and monthly contact with family members of mobilized Army Reserve Soldiers. With 169,000 Soldiers in Troop Program Units and another 100,000 classified as members of the IRR (Individual Ready Reserve) or as an IMA (Individual Mobilization Augmentee), the Family Programs Staff supports a huge constituency. With the help of other agencies, programs supported by corporate sponsors and foundations, and volunteers from charities and veterans organizations, the Family Programs Office enables military families to access an extensive and increasingly diverse range of programs and services.

Take, for example, Operation Military Kid (OMK). This is an example of many community organizations partnering to create community support networks for military youth "in our own backyard" when their Soldier parents are deployed. This effort includes recreation opportunities; social, educational programs and support groups to help "suddenly military" children cope with the stress of knowing their deployed parents may be in harm's way. Collaboration, education and awareness programs are provided to school and social service entities to attune them to the unique needs of military students. Operation: Military Kids is a nationwide initiative available to Army Reserve Families due to collaboration between Child and Youth Services, 4-H, American Legion, Boys and Girls Clubs of America and other youth and family serving organizations. Thirty-four states across the country have received funding to fully implement programming for geographically dispersed military kids. More information about Operation: Military Kids in your state can be obtained by visiting **www.OperationMilitaryKids.org.**

Since June of 2004, when the Veterans of Foreign Wars (VFW) Foundation launched its Unmet Needs Program, hundreds of military families have received grants to help them overcome financial hurdles created by extended deployments. These are grants — not loans — so they don't need to be paid back. Families have received money to help with the rent or mortgage, school clothes, tires for the car, medical expenses, repairs, groceries, transportation and more. These grants have helped families avoid foreclosure or eviction while their Soldier was serving overseas.

Administered by the nonprofit VFW Foundation, the Unmet Needs Program is supported entirely by corporate and individual donations. Vermont American, a manufacturer of power tool accessories, has committed $1.25 million over five years to offset the program's operating expenses, so 100 percent of all donations go directly to military families. So far, thousands of people worldwide have made financial donations by mail, in-person during Unmet Needs Program events, or through the online donation form at **www.unmetneeds.com**.

Individuals can also donate their skills and talents to assist families in their communities. Through the Donate-A-Skill initiative, the VFW Foundation is able to link local plumbers, electricians, carpenters, heating and air conditioning technicians, landscapers and others with military families who need their services. More than 700 people nationwide have already registered online or at select events to serve as Donate-A-Skill volunteers. To find out more, visit their website. Families in need can also apply for assistance online or by calling 1-866-789-NEED (1-866-789-6333).

"We get feedback from Soldiers and their families about the value of these programs and sometimes just knowing that community groups and corporations care enough about military families to support these programs is a big morale booster," said Lee Ratliff, director of family programs at the U.S. Army Reserve Command.

In just about every community, you are likely to find a shopping center with a Target store. The Target chain supports a number of programs serving military families including United Through Reading, which helps deployed parents and children connect through reading and videotapes. "Our goal with this initiative is to lessen the strain of separation and increase bonding though the positive, educational experience that reading aloud provides," said Laysha Ward, Target's vice president for community relations.

Recording equipment, located in dozens of military installations in the Middle East and around the world, allows deployed parents to make a recording of them reading books to send to their children. The program is offered in tents, land bases, ships, and other overseas locations offering the United Through Reading program. Also lending a hand, the United Service Organizations (USO) is offering the United Through Reading program at many USO sites overseas. The goal is that all children will feel the strength and support of caring adult relationships in their life through the practice of reading aloud together.

Edward A. Powell, USO president and CEO, said: "This is just another way the USO is helping service members stay linked to their families. Whether it is a daughter, son, grandchild, or other child in the service member's life, sharing this experience helps to maintain the emotional closeness that comes from reading a bedtime story."

"Our staff is reaching out to families of mobilized and deployed Army Reserve Soldiers every day, addressing concerns, providing support and connecting customers to resources. We've developed a web portal at **www.arfp.org** to help get the word out about our programs," said Michael Evans, Family Programs Region Manager and Project Manager for the web portal.

It is clear that many organizations across the country and around the world are providing support for military families. The number of programs available has increased dramatically in recent years and is a sign of the recognition the public has for the sacrifices that Soldiers and their families make to defend freedom. It is important not to allow a vocal few to overshadow the quiet contributions and the everyday support for military families offered by Americans from every walk of life, even if it is provided with little fanfare.

Contact Army Reserve Family Programs (ARFP) for more information about family support programs. You can locate the nearest ARFP staff member by visiting the ARFP web portal and then select the Contact Us link in the navigation bar. A geographic listing of family programs staff offices will be provided. ARM

WARRIOR-CITIZENS:
Integral to Future Force

PHOTO: SSG LESLEY NEWPORT

SSG Julio Reyes instructs Soldiers of the 773rd Transportation Company on vehicle rollover reaction procedures at the Camp Atterbury Joint Maneuver Training Center. Reyes is characteristic of a developing cadre of trainers who have been deployed and are bringing invaluable experience to deployment training centers.

OPERATION WARRIOR TRAINER LETS SOLDIERS TRAIN SOLDIERS

By SSG Lesley Newport
Camp Atterbury, Ind. Crier

EDINBURGH, Ind. — Within the past three years, 30,000 Soldiers have been trained at and deployed from Camp Atterbury, Ind.

In that time, what has been learned?

According to CSM James Howell of 3rd Brigade, 85th Division (Training Support), the Army has learned a lot.

"We believe theater immersion training is the key to our success," said Howell. "Our goal is to provide an environment that puts the Soldier in-country before he gets there.

Theater immersion involves training Soldiers in an environment that, as closely as possible, replicates the theater to which they will deploy.

Units occupy the forward operating base, an austere simulated training area modeled on operating facilities overseas.

Scores of civilian contractors, many of Middle Eastern descent, engage units in an ever-evolving list of realistic training scenarios.

Units receive up to 30 improvised explosive device attacks on the Ground Assault Course and Convoy Situational Training Exercise range.

As training facilities and exercises have evolved, so too has the face of the typical trainer. The number of trainers who have themselves been deployed in the last several years has risen dramatically and the value they add to the training is being felt in operational theaters thousands of miles away, where it counts most.

In an effort to make a good thing better, First U.S. Army at Fort Gillem, Ga., has initiated Operation Warrior Trainer, an official program to enlist qualified returning citizen Soldiers as instructors for the remainder of their eligible active service.

SSG Julio Reyes is an observer controller for 2nd Battalion of the 85th Training Division's 338th Regiment, a U.S. Army Reserve training unit. He follows the progress of deploying Soldiers and units as they traverse the training landscape and pass a succession of gates on their way to validation, a designation that declares units ready for deployment.

As Reyes recently facilitated a class tasked with crafting an operations order to respond with humanitarian aid to a simulated earthquake, he emphasized the need for Soldiers to practice an appropriate degree of tolerance while dealing with local leaders and authorities.

"I can't overemphasize the value of patience," said Reyes, "especially when dealing with national security forces." "A lot of them are not trained to our standard yet, but that's the goal, to give them that confidence so they can take over."

Reyes, a native of Chicago, Ill., spent most of 2005 as an embedded team trainer with an Iraqi Special Forces unit based in Mosul, Iraq. As the lone American Soldier, Reyes spent the majority of his time mentoring the Iraqis in combat operations and security measures.

The number of missions Iraqi forces have led and executed has dramatically increased in the last year, among them the first successful hostage rescue by the Special Forces group under Reyes' leadership.

"They are more than capable of doing their job," said Reyes as he recounted a story of how his unit was eventually confident enough to take the lead and even coach him on their increasingly sophisticated tactics.

Reyes is using the same philosophy with the American Soldiers he is training now. But he cautions that his store of knowledge will eventually become less relevant.

"This is current events I'm teaching," said Reyes. "That's why Operation Warrior Trainer can be so effective. It should be an ongoing process, bringing deployed Soldiers back and let them be trainers.

SFC Rian Bass reported to Camp Atterbury under the Operation Warrior Training program. Third Brigade is drawing on his experience as a combat logistics patrol commander, a frontline operator in the extensive logistic supply system throughout Iraq.

Bass, a U.S. Army Reserve Soldier, was transferred and deployed with the 180th Transportation Company for a year-long deployment. That, coupled with his prior experience as an instructor within the 6th Battalion of the 100th Transportation Training Regiment, made him a prime candidate for Warrior Trainer.

> "We're tapping into the wealth of experience of these OWT trainers to do that; that's what they bring to the table."
> — CSM James Howell

Bass describes deploying Soldiers he is supporting as having a training mindset.

"A majority of Soldiers have been deployed, having completed Individual Ready Reserve refresher training or are coming straight from basic and advanced individual training schools," said Bass. "They are eager and they want to know to what to expect and what they are going to see."

Bass is more interested in what they are going to do, and he has some fairly strong opinions on what that should be. "So many of our casualties and injuries are preventable," he said. "If I can make the difference of saving just one life by being here, then it's worth it."

As for the program that brought him to Camp Atterbury, Bass calls it the "smartest thing the Army has ever done."

"We have to meet the challenges of an ever-changing battlefield. As the enemy's tactics change, we change our tactics, adapting to the way they do business," said Howell.

"We're tapping into the wealth of experience of these OWT trainers to do that; that's what they bring to the table."

Soldiers interested in becoming Warrior Trainers must have their unit contact their mobilization station. Also, information, including the submission packet, is available on the internet at the First U.S. Army website: **www.first.army.mil**.

PATRIOT JUSTICE FOCUSES ON TECHNICAL ASPECT OF TRAINING

By SPC Michel Sauret
354th Mobile Public Affairs Detachment

FORT McCOY, Wis. — With good training comes good Soldiers, and for that training to happen, facilities, equipment and land are all needed to make the mission successful. The 11th Military Police (MP) Brigade had all of those things at Fort McCoy for Exercise Patriot Justice throughout June 2006.

Patriot Justice included the efforts of eight different military police units to ensure their Soldiers were confident in detaining prisoners and housing victims while using the training sites tasked by the U.S. Army Reserve Command in Atlanta, Ga., and Fort McCoy.

Because of the scale of this training event, which included more than 600 Soldiers, two training areas, and extensive planning, the 800th MP Brigade joined the 11th MP Bde. and provided personnel backfills and support for the mission.

"The biggest challenge was to manipulate and merge different units to collaborate on one mission," said 1LT Stephen M. Anest, the commander of the 800th MP Headquarters and Headquarters Company from Uniondale, N.Y. Part of his job was to manage and support the staff to ensure training went smoothly.

Training was divided into two phases, said MAJ Albert F. Yonkovitz, the 11th MP Bde. operations officer. The first phase concentrated on individual learning, which meant each Soldier learned how to perform their individual tasks. This phase lasted about six days, much of which was in a classroom environment. The second phase included collective training where the Soldiers perform tasks together appling their skills as a team in a hands-on environment. Together, these two phases lasted 14 days.

"Patriot Justice is focused more on the technical aspect of training," said Yonkovitz. "For now we're more concerned on making sure the MPs know how to perform their tasks."

During the internment training, the MP Soldiers learned how to in-process, transport, and care for prisoners. A portion of the training was spent on the use of non-lethal weapons in order to detain prisoners, responding to detention operation disruptions while maintaining control, and handling emergencies that may happen without warning.

Throughout the exercise, Soldiers also learned not to underestimate their enemies as well as how to deal with aggressive resistance.

"We know they're going to put up a fight, and not comply," said SPC Tyler Hurley, 342nd MP Co., after finishing a class on riot control. "We are just going to have to control them."

PHOTO: SPC JASON VENTURINI

PFC. Christopher Francis, 342nd MP Company, leans on a cracked MP shield which was a result of a riot-control exercise. Francis and the rest of the 342nd played the role of the rioters during the simulated training.

"Just knowing that these efforts work in real situations gives me great confidence in myself and my company."
— SPC Tyler Hurley

Time was also spent on resettlement, which showed Soldiers how to help displaced persons. The course reminded the MPs of the importance of housing civilians, nationals, or even U.S. citizens who may have been left without a place to live after a tragic event.

"Just knowing that these efforts work in real situations gives me great confidence in myself and my company," said Hurley.

Some of the other scenarios included: responding to sniper attacks, road control, responding to improvised explosive devices and responding to other attacks, said Yonkovitz.

"Now is the time to make mistakes," said SGT Sam McEndree, a chemical-warfare specialist from the 305th MP Co. in Wheeling, W.Va. He was responsible for creating lifelike chemical scenarios that required the Soldiers to perform their duties while wearing protective masks. "The 11th MP Bde. is looking close at the details, catching mistakes, so we can get them out of the way now," he said.

Because of the scale of Patriot Justice a lot of land was needed for the exercise. That's why the 11th MP Brigade received two forward operating bases (FOBs): one named "Bernice," and the other "Don." Together they added up to 12 square kilometers of land.

"These were the best locations for our success," said Yonkovitz.

The field sites were not meant to reproduce a desert-like environment, but rather create a setting in which Soldiers could train with good results.

To accomplish this, FOBs Bernice and Don were equipped with tents, barbed-wire, power generators, gates, control towers, showers, water draining sumps, sanitation stations and even internment fences. Only the fences were in place before the 11th MP Brigade arrived. They had been set up by civilian contractors. The Soldiers worked together on the rest of the site, doing the bulk of the work, which helped keep costs down.

"The training and the field sites are constantly improving," said Anest. "That's what we should be doing — always."

PATRIOT JUSTICE PREPARES MEDICS FOR REAL WORLD MISSIONS

By SPC Jason Venturini
354TH Mobile Public Affairs Detachment

FORT McCOY, Wis. — Medics training with the 11th Military Police Brigade from Ashley, Pa. are supporting Exercise Patriot Justice and honing their own skills along the way.

Every job and every Soldier is vital to accomplishing the objectives and missions the Army is tasked with. However, many would agree that without medics some of those goals might not be accomplished. And because medics maintain Soldier readiness, "It is critical that they remain highly proficient in their medical knowledge and skills," said MSG Guy Lesch, 405th Combat Support Hospital.

"Through Exercise Patriot Justice, medics are being trained with real world missions and scenarios to keep the medics prepared for when they go into theater," said SPC Shannon Martin, a 367th Military Police Battalion medic.

"These training exercises are essential before we get deployed. We need to know what to expect and what is expected of us. This training absolutely prepares us for when we move into theater," said Martin.

Not only are the medics receiving outstanding training, but they are also passing on the lifesaving knowledge that every Soldier should have. They are doing this by becoming instructor qualified themselves so that they can teach the combat lifesaver course to non-medical specialty Soldiers.

During Patriot Justice, the medics will then give the military police (MP) companies participating in the exercise the combat lifesaver training.

"I'm really looking forward to getting the combat lifesaver training. I will feel more confident that I will be able to help my fellow Soldiers out when we go into the field. I believe it's very important training," said PFC Christopher Francis, 342nd MP Company.

"Beyond Patriot Justice, the training they received here will remain with the Soldiers as they move back to their home stations and eventually into the theater where they will continue to provide outstanding support," said SPC Matt Izzo, 405th Combat Support Hospital.

"Having our medics train and employ combat lifesavers is not only a combat multiplier, it's a command multiplier," said BG Adolph McQueen, 11th Military Police Brigade commander.

"The objective is to have medics return to their units and to conduct the combat lifesaver training to improve medical capabilities and bolster the Soldier's confidence in the level of care they will be provided in combat," McQueen added.

"What medics and combat lifesavers do in the field is critical. It's saving many lives that in years past would have been lost. This training is more than beneficial, it's essential to every Soldier," said Lesch.

TRAIN-THE-TRAINER SOLDIERS QUALIFY ON DEVENS DELTA RANGE

By Linda A. Jeleniewski,
Public Affairs Office
94th Regional Readiness Command

DEVENS, Mass. — Thirty members of the 167th Corps Support Group (CSG) and 368th Engineer Battalion, both from Londonderry, N.H., conducted a consolidated crew served weapons qualification on the Mk 19, 40mm grenade machine gun, during phase two of the train-the-trainer requirements on the Devens Reserve Forces Training Area, Delta Range, July 21, 2006.

"We are qualifying the instructors [unit level] first," explained MAJ Lewis D. Carpenter, officer-in-charge, 94th RRC. "This second phase, called the Unit Small Arms Trainer, prepares the trainer on how to conduct a proper weapons qualification on any weapons system."

"Soldiers are required to go through three stations: familiarization, practice and qualification," said MAJ Paul E. Williams, plans officer, 167th CSG. "It's part of the unit's additional duty training."

"We will be conducting the qualifications on three weapon systems," said MSG Scott A. Anzivino, NCO in charge. "The Mk 19, 40mm grenade machine gun (MG), and the M249 squad automatic weapon light machine gun both at Devens, and the M2 .50 cal MG in September in Vermont."

The Army uses the Mk 19 within tactical environments for defense, retrograde, patrolling, rear area security, military operations on urbanized terrain and special operations. It fires six types of cartridges: high-explosive dual-purpose grenades, high-explosive grenade, training practice rounds and dummy rounds.

During the training the Soldiers are broken down into teams. "Each team is comprised of a gunner, assistant gunner and a scorer/safety officer," said SFC Marvin Saddler, 94th Regional Readiness Command (RRC).

Soldiers are allowed 124 rounds for 16 targets. "This includes rounds for practice," said Anzivino.

As targets are hit, smoke rises. If the round goes off near the target, you see a flash. "That allows you to see whether you are long or short and to reset your sight," said Saddler.

Soldiers go through a series of required tasks that include disassembly, assembly, function checks, load, clear and reduce stoppages.

"This enables the Soldiers to be proficient with the weapon," said Anzivino. "Once that's complete, the Soldiers move up to the Mk 19 Delta Range for weapons zeroing, practice and qualification."

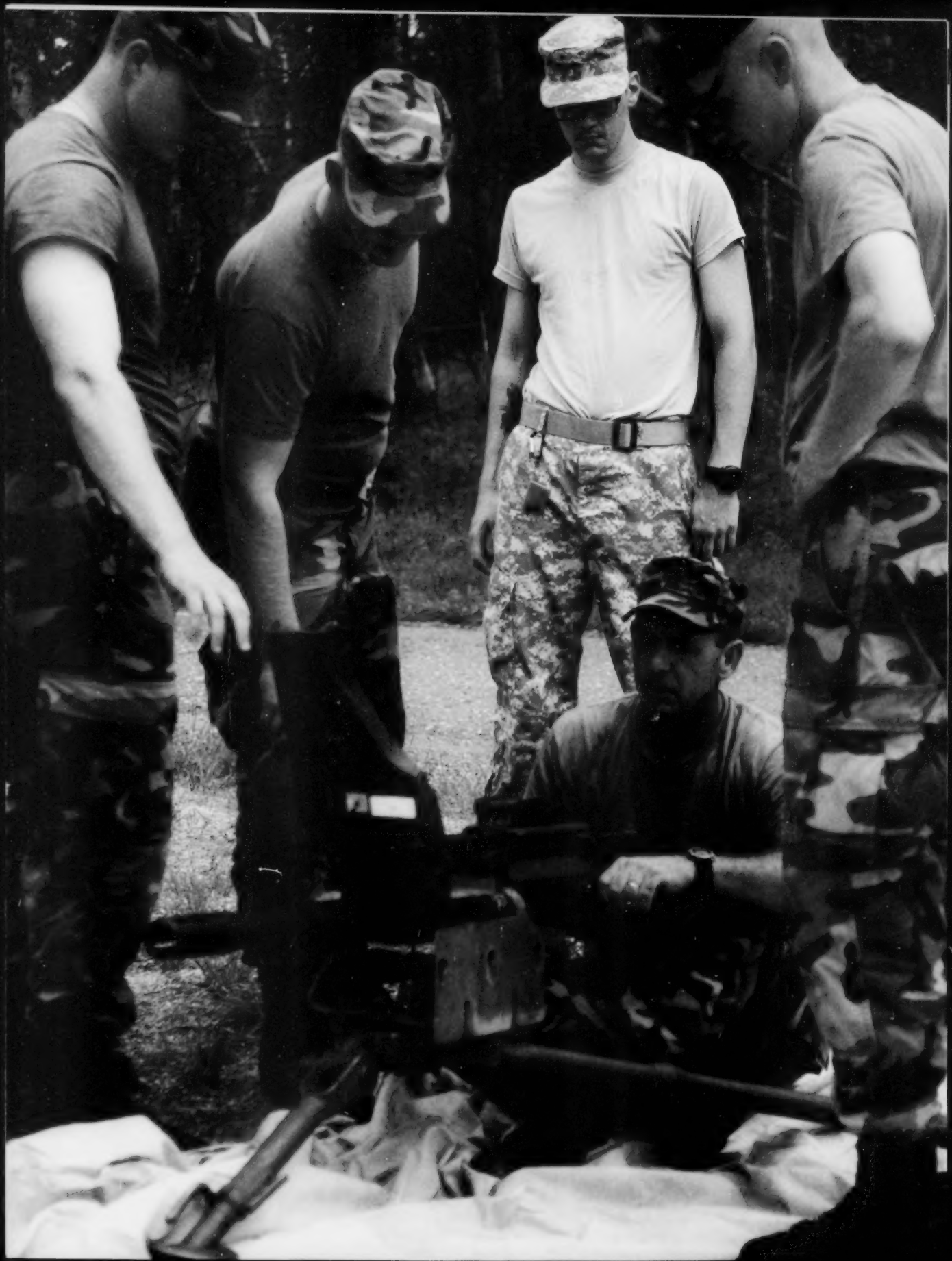
"Once the cadre is qualified, then they teach the other Soldiers from their unit and so on," said Carpenter.

Train-the-Trainer programs like this one help the Army get valuable training to all Soldiers without delay and while still stateside. "It's important for the Soldiers to learn it (weapons) here," said Saddler. "You might have to go war and use it (Mk 19) there. You won't have time to learn, then."

PHOTO: LINDA A. JELENIEWSKI

[ABOVE] SGT Kurt L. Calash, trainer, right, shows SPC Devon Foster, Jr. how to remove the bolt assembly on the Mk 19 grenade machine gun at station one — disassembly, during the Trainer-the Trainer weapons qualifications.

[RIGHT] Thomas Chigas, center, 325th Transportation Company, practices loading and firing a dummy Mk 19 round as (left to right) SPC Blake Doughty, trainer, 167th CSG instructs 325th Trans. Co. Soldiers, SPC Nathan Aimsworth, PVT Michael Romando and SPC Edward Snow, in the consolidated crew served weapons procedures.
PHOTO: LINDA A. JELENIEWSKI



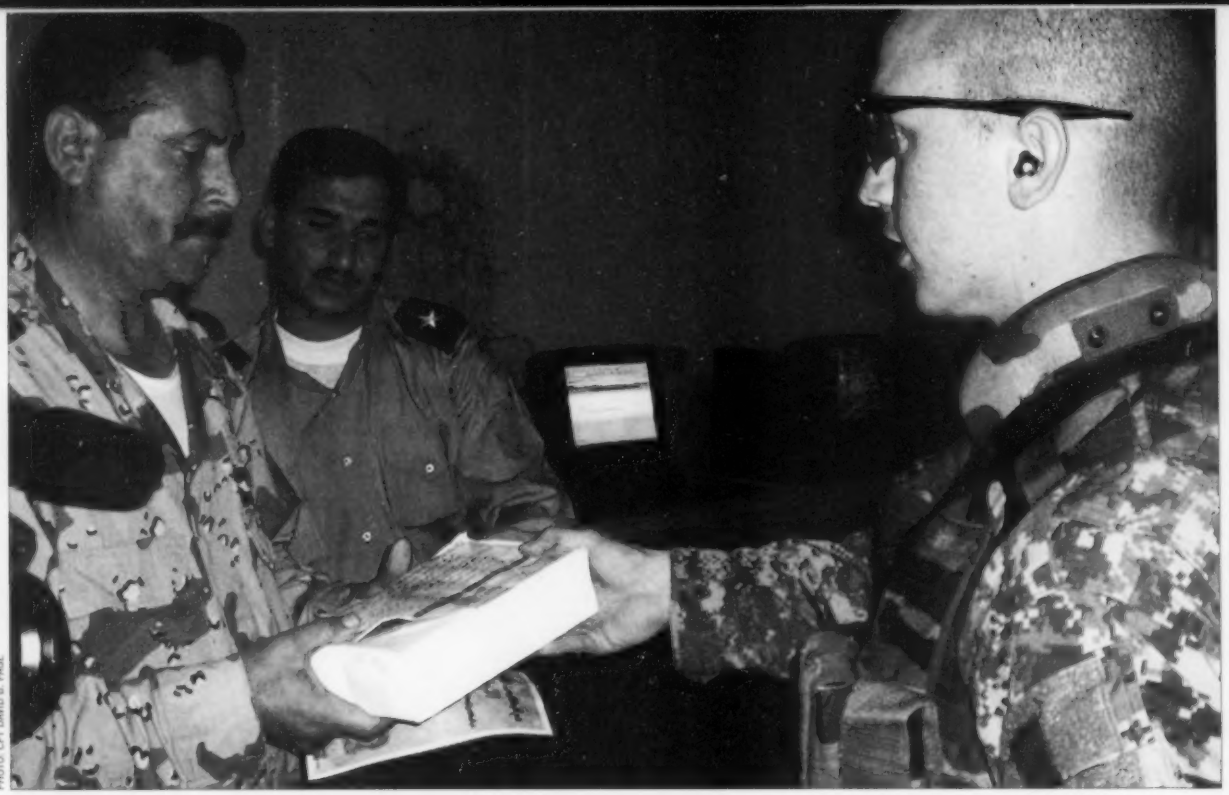


PHOTO: CPT DAVID B. PAGE

SSG Michael D. Currier, a team leader with the 310th Headquarters Support Company, 16th Psychology Operations Battalion and Libertyville, Ill. native, gives leaflets with emergency information to MAJ Abdul Karim, head of the Joint Coordination Center in Hawija, Iraq. The leaflets are used to notify locals on how to contact the Joint Coordination Center, an emergency response center.

PSYOPS TEAM LEADER GETS HIS WISH — DEPLOYED

By CPT David Page
133rd Mobile Public Affairs Detachment

HAWIJA, Iraq — The job of a deployed Soldier is hard. There are long hours and potential danger with every mission. But one Army Reserve Soldier would not have it any other way.

For 25 year-old SSG Michael D. Currier, the NCO in charge of a three-person Psychological Operations (PSYOPS) Team at Forward Operating Base (FOB) McHenry, being deployed is something he always wanted to do.

"I was excited when I got the deployment order," said the Libertyville, Ill., native. "This is the fourth deployment I tried to get on and I finally made it.

"This is what I joined to do. Some enjoy it; some don't. Personally, I enjoy it. I am here serving my country," Currier said.

Currier's team is part of the 310th Headquarters Support Company, 16th Psychological Operations Battalion from Fort Sheridan, Ill. The unit deployed to Iraq in April 2006 after conducting pre-deployment training at Fort Bragg, N.C.

While deployed, Currier's team is assigned to 1st Battalion, 327th Infantry, 1st Brigade Combat Team, 101st Airborne Division at FOB McHenry.

As the team leader, Currier works with the battalion's leadership to analyze, develop and distribute information used to help educate the local populace about the coalition and its efforts, as well as influence the residents against the insurgency.

"On a day-to-day basis, I coordinate with the battalion that we support to develop products, such as brochures, leaflets and scripts," said Currier. "We try to empower the people, the Iraqi Army and Iraqi Police by encouraging them to take care of their own security; pushing for them to take control."

On a recent mission, Currier and his team dropped off leaflets to the Hawija Joint Coordination Center (JCC), which acts as a 911-type of emergency response center.

While there, Currier met with the head of the JCC, MAJ Abdul Karim, to discuss the message of the product- reporting improvised explosive devices or insurgent activity.

"I will give these to all Iraqi police stations (in Hawija) so they can give them to the people," said Karim. "They will give these out so people will know more."

Currier takes his military career seriously and understands the mission he and his Soldiers must accomplish to be successful. "Our mission is to help get the Iraqi police and the Iraqi Army up and running so they can handle all this stuff themselves," said Currier. "I hope by the end of my tour we are supporting them instead of them supporting us."

Though Currier just started working with the Soldiers under him in January 2006, he has already won their respect. "He takes care of us," said PFC Greg B. Soucy. "He keeps the mission tempo at a good pace and he is strong tactically."

CPL Armando Garcia has only known Currier about two months but has seen enough of his character to know what type of NCO he is.

"SSG Currier is squared away," said Garcia. "He knows what he is talking about. He is good at his job and good at training us for our jobs as well as his."

Currier said he has his own mission while he is here. "Personally, I want to get home safe and to do my job well and make sure my guys come home," said Currier.

CIVILIAN SKILLS SERVE WARRIOR-CITIZEN WELL IN IRAQ

By Paul Adams
Army Reserve Public Affairs

ALEXANDRIA, Va. — Before deploying to Iraq, 1SG Karen Henderson, a 20-year Army Reserve veteran and member of the 80th Division headquartered in Richmond, Va., expected to train Iraqi Soldiers in combat arms in the hopes of allowing U.S. Soldiers to come home quicker. Instead, she ended up working at the Minister of Defense level of the Iraqi government.

When Henderson arrived in Iraq in July 2005, she was assigned to administrative work instead of combat arms training due to cultural sensitivities surrounding women in the country. However, 5 months later, the Army leadership was looking for Soldiers with communication network experience and learned that Henderson was an expert in this area due to her civilian job as a consultant with BearingPoint in Springfield, Va.

"For the remainder of my deployment, I served as the only enlisted adviser for the Iraqi Director General of Communications, who serves as part of the Ministry of Defense. As an advisor, I worked with the Iraqis and U.S. military to evaluate and supply the Iraqi Army with the needed communications to be a successful military force," Henderson said.

During her deployment, she was involved in approximately 30 convoy missions. During one mission in which Henderson was riding in the second Humvee of a five vehicle convoy, an Iraqi insurgent struck the lead Humvee with a minivan. Although Henderson and her team were not aware if the vehicle was loaded with explosives, they prepared as if it was. "You could tell by the severity of the attack and the actions of the insurgent, it was time to go into a defensive mode," Henderson said.

After the convoy commander accessed the damage and ordered a 360 degree perimeter set up for security in preparation for an insurgent attack, the minivan did not explode.

Using her combat lifesaver training skills she learned after being mobilized, Henderson tended to the wounds of a U.S. Soldier and the insurgent, who were injured. She prepared all wounds for transport and the two were medivac'd out by helicopter.

For her actions as a combat lifesaver during the insurgent attack on her convoy, Henderson was awarded the Joint Service Achievement Medal. For her tour of duty and work at the Iraqi Ministry of Defense she was awarded the Bronze Star.

"I feel privileged to have served with the brave men and women of Iraq that I worked with. I am grateful," Henderson said. ARM

PHOTO: SSG RANDY HARRIS

1SG Karen Henderson hangs a wireless antenna on the defense phone network tower to connect the Iraqi 7th Division Headquaters to the Iraqi Defense Network.

UPDATE ON Operation Iraqi Freedom

414TH CIVIL AFFAIRS BATTALION HELPS OPEN IRAQI WOMEN'S CENTER

By SFC Brent Hunt
1st Brigade Combat Team
4th Infantry Division

CAMP TAJI, Iraq — Assyria Village held a grand opening August 6, 2006, for a Women's center just outside the gates of Camp Taji.

The center will provide women in the small village a place to meet, sew, cook and use the center's computers.

The $230,000 building is brand new and is equipped with 12 sewing machines, 12 computers, a kitchen, office space, a back-up generator and two ovens.

"This is the first building I've ever heard of that is just for women," said CPT Holly Hanson, a team leader for the 414th Civil Affairs Battalion. The 414th, an Army Reserve unit from Utica, N.Y., is attached to the 4th Infantry Division's 1st Brigade Combat Team while in Iraq.

Civil Affairs projects like this are not only helping to build relationships between Soldiers and the civilian populace, but are breaking new ground figuratively as well.

"There aren't a lot of chances for women in this part of the world," said Hanson. "It (the women's center) will give them a sense of accomplishment and an education that they won't get anywhere else."

Although Iraqi women are 60 percent of the population they have faced decades of oppression and there is a large education gap between the Iraqi men and the Iraqi women. In March 2006, during the signing of Iraq's interim constitution, more than 200 women marched in Baghdad for greater rights. For many, this was the first time they had ever seen women demonstrate freely in Iraq.

With changes in how Iraqis view women occurring slowly, centers like this one in Assyria Village are a welcome relief.

"This project has been very well received in this community," said Fred Nightengale, resident engineer for Camp Taji with the U.S. Army Corps of Engineers. Nightengale has been a part of the project since its inception.

"Here in Iraq, women don't get to do a lot. The center is a real boost to this community because it gives them an opportunity to help out," said Nightengale.

"I'm planning on making clothes here to sell to people so I can make some money for my family. I've been waiting for this place to open for a long time, and I'm very happy now that I can come sew here."

— An Iraqi woman at the grand opening

The center plans to have education classes for women to improve literacy, which remains a problem throughout the country. In addition, women can take classes on the internet, if they are able to read, and can make a living by making garments in the sewing shop.

"I'm planning on making clothes here to sell to people so I can make some money for my family," said a local woman, who was already making clothes at the grand opening. "I've been waiting for this place to open for a long time, and I'm very happy now that I can come sew here."

CPT Holly Hanson, a team chief with 414th Civil Affairs Battalion talks with an Iraqi woman at the grand opening of the Women's Center in Assyria Village just outside the gates of Camp Taji, Iraq.

PHOTO: SFC BRENT HUNT

FIRST SERGEANT BLINDED BY MORTAR, DRIVES ON IN BATTLE FOR NEW LIFE

By SFC John D. Wagner
35th Military History Detachment

LOGISTICS SUPPORT AREA ANACONDA, Iraq — For the Soldiers loping along on an early morning run, it seemed like just another day of duty. Then they heard an order blaring over a loudspeaker.

"Incoming! Incoming! Take cover!" Mortar rounds were hurdling through the air.

And it would change the life of 1SG Jesse Acosta forever.

A round landed about 50 feet away, next to the base theater. Shrapnel and shock waves flew through the air. SPC Jimmy Caceras, running with Acosta, was knocked down by the impact and stunned.

Acosta, Headquarters Detachment, 376th Personnel Services Battalion, Long Beach, Calif., was hit by shrapnel that cut through his face. He was taken to a hospital in Landstuhl, Germany, and then flown home.

He is now blind. But there's no moaning and groaning from the 48-year-old NCO with the toothy smile and brush haircut who held his troops together like glue.

"I accept this as a whole new chapter in my life," said Acosta in a phone interview from his home in Santa Fe Springs, Calif. "I haven't even had time to say 'Why did this happen to me?'" Acosta has hit the ground running with a quest to overcome defeat and continue his life with a warrior's attitude.

"I'm grateful that I'm still alive," he said. "I've given thanks to God. I can still walk and hug my wife and children."

Acosta has been in training at the Palo Alto, Calif., Department of Veterans Affairs School for the Blind.

"They're teaching me all the techniques to survive," he said. "My hands are my new eyes."

He is learning to walk into a room and, using his hands, get oriented touching the chairs and walls and get a mental picture of front, back, right and left.

He also said he is learning about new technology in which someone can scan a sheet of paper and it reads the letters to the person.

"It could be a bank statement, a 401-k or something else important," Acosta said.

The top sergeant has received great support from his Soldiers who have called him at home many times. 1LT Lisa Christenson, headquarters detachment commander, had escorted him for two weeks to Germany and then to Walter Reed Army Medical Center in Washington, D.C.

"Even though he learned there was little chance of regaining his sight, he was still upbeat and helpful and wanted to know if the Soldiers were all right," Christenson said. "He is one of the most selfless people I've ever known. Everything he did was about taking care of the Soldiers."

SPC Helen Lee, 376th administrative clerk, was on tower-guard duty the morning of the attack. "I heard the mortars coming in," she said. "I thought, 'Oh, gosh. That's where we go running.' " She recalled that Acosta did a superb job guiding the detachment through its mobilization training at Dona Ana Base Camp, N.M. a sub-post of Fort Bliss, Texas. The detachment had been formed up quickly from many units and most were strangers.

"Nobody knew each other," she said. But Acosta had them running early-morning PT, rumbling along in humvees and practicing combat skills in the desert environment. "He took our group and guided us in the right direction. I've never had that kind of leadership in my four years. He took his time even with the shy individuals."

SSG Sarah Gotbeter, nuclear biological and chemical warfare NCO praised him as well. "He held everybody together," she said. "At Dona Ana, he made sure we were all on time, in correct uniform and he kept everybody in line. He was like a father figure."

At Anaconda, his tight leadership continued.

"He showed us a lot of tough love," said SPC Efrain Arteaga, personnel clerk. "He had a lot of rules, but it was because he cared for us and wanted to keep us out of trouble."

CSM Albert Montano of the detachment offered his thoughts as well.

"He wanted to do more than his job description required. He looked at force protection. He looked

1SG Jesse Acosta's life changed after being wounded in Iraq.

PHOTO: CHUCK PRICHARD

at safety. One Soldier never had a driver's license. He gave her training so she could drive a military vehicle. But he also wanted the Soldiers to enjoy some things. He wanted them to be aware of things such as flag football, available movies and entertainers coming through."

MSG Michiel Moland recalled Acosta's generosity.

"He took money out of his own pocket for a Christmas party, for pizza and drinks," Moland said. "He was very energetic and would bend over backwards to help people."

Acosta's wife, Connie, praised her husband and voiced her support.

She said she lays items out in the bathroom and kitchen so her husband can mentally grasp where they are.

"If he's in the shower, he knows where the soap is and where the shampoo is," she said. "At dinner, he knows where the food and drinks are at the table, potatoes at 12 o'clock, vegetables at 3 o'clock."

"He knows I'm here for him," she said. "He's adjusting very well. He's amazing. He's trying very well to be independent."

Meanwhile, Montano spoke of the future reunion between Acosta and his Soldiers, when they have their Welcome Home ceremony.

"We'll get the Soldiers off the bus and he'll be there. He'll feel their hands and hear the tone of their voices," Montano said. "I'm really looking forward to that day."

ARMY RESERVE TEAM KEEPS TRACK OF THEATER PROVIDED EQUIPMENT

By SGT Carlos M. Burger II
40th Public Affairs Detachment

KUWAIT — In the early stages of the Global War on Terrorism, the Army Reserve left behind equipment for follow-on units to use in an effort to cut down on deployment time and shipping costs. This equipment came to be known as Stay Behind Equipment, and later Theater Provided Equipment (TPE).

As the war continued, active units and units from other services and agencies began using the equipment. Paperwork accompanying the equipment transfers were either misplaced or not completed at all — to the point where equipment origins became unknown.

Enter LTC Andrea A. Breyton and her team.

For three years, the Army Reserve has sent a Redeployment, Reconstitution and Asset Visibility Team to capture and document all USAR-owned equipment and to provide greater asset visibility of their equipment in the area of responsibility, she said.

Breyton's six-member team arrived in November 2005 and has split duty at Camp Arifjan and the Victory Base Complex in Baghdad.

"Our team works in conjunction with Army Central Command (ARCENT) C-3 (Operations) and C-4 (Logistics). C-4 helps us with tracking the equipment and we work with C-3 on Mission Essential Equipment List (MEEL) issues," said Breyton. C-3 and C-4 then advise the Department of the Army on how to better direct unit transfers, she added.

The team communicates with deploying units to get a list of equipment they'll bring to theater. Upon the unit's redeployment, the team ensures the unit has either its original equipment or paperwork showing a transfer of TPE to the Army Material Command, which maintains accountability of the equipment when not in use.

The Soldiers also research undocumented equipment transfers from the first two OIF rotations, said SGM Jonna Pittman, the U.S. Army Reserve Command logistics sergeant major, in Atlanta, Ga.

Since the team's establishment, members have tracked and provided accountability for more than $1 billion worth of equipment, including fuel distribution systems, trucks, tractors, trailers, water purification systems, laundry and bath equipment, graders, and a wide variety of medical, engineering and transportation equipment, according to Breyton.

In addition to saving the Army money, Breyton said she enjoys her time as chief of the team.

"This job is like cold-case files; we use the Army's resources to find out about these undocumented transfers. I work with Reserve units while deployed and have a better understanding of how the Army manages its equipment," Breyton said.

By capturing and documenting TPE, Breyton and the six-person team provides valuable information to the DA management system. Their efforts also help ensure Reserve units receive equipment in return for the equipment transferred to other components, services or agencies. ARM

FEATURES

63RD REGIONAL READINESS COMMAND SOLDIER RECEIVES POSTHUMOUS SILVER STAR

By PFC Jennifer L. Sierra
302nd Mobile Public Affairs Detachment

JOINT FORCES TRAINING BASE, Los Alamitos, Calif. — Amidst a formal gathering of family, friends, Army Soldiers and civic officials, the Commanding General of the 63rd Regional Readiness Command (RRC), MG Paul E. Mock, presented a posthumous Silver Star medal to Jim and Barbara Witkowski, the parents of SGT James Witkowski, in a rare Silver Star ceremony held April 9, 2006.

SGT Witkowski, 32, was killed in action Oct. 26, 2005, during a combat logistics mission near Ashraf, Iraq. Witkowski's unit, the 729th Transportation Company, an Army Reserve unit of the 63rd RRC, came under vicious attack while conducting a 23-vehicle convoy to deliver building materials to another unit.

Addressing the gathering, MAJ Sean J. Cannon, who commanded the 729th in Iraq, depicted the attack as being very complex, unfolding in three stages: improvised explosive devices (IEDs), small arms fire, and a combination of hand and rocket-propelled grenades (RPGs).

Cannon described Witkowski's heroic actions.

Entering a kill zone of approximately one mile, the convoy started to receive small arms fire. As IEDs were beginning to explode on both sides of the highway, insurgents began rushing the convoy, shooting RPGs and lobbing hand-grenades. While under fire, Witkowski, manned the 50-caliber machine gun in the turret atop his gun-truck, holding insurgents down with suppressive fire. During the attack a grenade landed in his turret. Rather than ducking back inside to avoid the grenade's direct blast, Witkowski continued to engage the enemy amidst the incoming fire. In doing so, he absorbed the full brunt of the explosion saving the lives of three other Soldiers in the vehicle.

"If SGT Witkowski had not taken that action, all four of them would have died without a doubt," said MSG John Souza of Watertown, Mass. Souza, who spoke at the ceremony, was also a member of the ambushed convoy.

Witkowski's father, a Vietnam veteran from the 101st Airborne Division, swelled with emotion when describing his feelings as Mock pinned the prestigious medal on his chest in his son's behalf. "This shows that he was a much better person than I was. I'm just so very proud of him," said the senior Witkowski.

Barbara Witkowski described her son James as courageous and full of life. "Whatever came his way he would take, stand up and take it like the man he was. He would never cut and run, for

MG Paul E. Mock offers encouragement to Jim and Barbara Witkowski after presenting the Silver Star.

PHOTO: SSG KENT AMBROSE

sure," she said. "For those of you who first met him and didn't like him--and there were some people who felt that way--just know that if you didn't get a second opportunity to know him and learn to love him, you missed a lot."

Many of his fellow Soldiers described him as ever-optimistic and likable. Souza said Witkowski's selflessness was instilled in him from the beginning. "You hear Soldiers say, 'train as you fight,' well, how are you going to train somebody to do something like that? — you can't do it — in a fraction of a second you have to make a decision," Souza said.

Souza went on to describe Witkowski as having a unique aura about him. "He loved life. He lived the day as it came. There was never a dull moment with him. He saw the light side in anything."

Affectionately know as "Uncle Jimmy" at home and as "Ski" amongst his fellow Soldiers, he was remembered as being fun-loving, unconventional, loyal, witty and honest.

SGT Chad Fisher, a member of the 394th Adjutant General Company, and Witkowski's childhood friend, heard about Witkowski's death while deployed to Kuwait, in support of Operation Iraqi Freedom (OIF). Through the wishes of the Witkowski family, Fisher was appointed as official escort, accompanying Witkowski's body back to Arizona. "I felt honored to have been chosen to escort him home," said Fisher.

Family members also reminisced about their brother and uncle. Daniel Ankrom, 23, Witkowski's nephew, said his uncle was more like a big brother to him, always taking him out to go places and do things together. When asked about his uncle's service, Ankrom stressed, "He did what he wanted to do."

Hollywood actor James McEachin, U.S. Army Reserve Ambassador, paid special tribute to the Witkowski family during the ceremony reciting special prose he wrote about the American veteran. McEachin, also a combat veteran, was awarded the Silver Star in August of 2005 for his actions during the Korean War. "My personal belief is that there is no nobler calling than to serve this country," said McEachin.

Not surprisingly, family, friends and OIF Soldiers all agreed that Witkowski, always the protector, would have done what he did all over again if he had lived.

Amidst hugs, gratitude and tears, the dignified ceremony ended as relatives, friends and Soldiers departed for a reception where special plaques and commemorative items, including the Silver Star certificate, were presented to Witkowski's parents.

Mock, honored to have had the opportunity to bestow such a distinguished medal to the family of a Soldier under his command, alluded to the Army's Warrior Ethos and Witkowski's courage under fire.

The Silver Star medal recognizes gallantry in action and is the military's third highest medal for bravery and courage. Witkowski is only the second Army Reserve Soldier serving in OIF to receive it, according to Army officials.

"This honorable and selfless act exemplifies the dedication that SGT Witkowski had toward his country," Mock said.

MARRIAGE SKILLS WORKSHOPS BOND ARMY RESERVE COUPLES

By Howard Sugai
Public Affairs Office
9th Regional Readiness Command

OAHU, Hawaii — The Army Reserve's 9th Regional Readiness Command (RRC) chaplains have embarked on a major program to help Army Reserve couples repair and strengthen strained relationships brought upon by the stress and uncertainty of separation and deployment to a war zone.

The first of 11 'Strong Bonds' marriage skills workshops was held March 31 to April 2, 2006, at the Turtle Bay Resort on the North Shore of Oahu, Hawaii.

On the island of American Samoa, 60 couples comprised of Soldiers having just returned from deployment or pending deployment, and their spouses, attended the three Strong Bonds events in May 2006.

"Our hope is that we have armed our Soldiers with skills to have successful re-entry into home life after deployment," said Chaplain (COL) Mark E. Larson, 9th RRC command Chaplain. "Couples learned about key relationship risks and how to be at their best during this transition period," Larson said.

"After Sam got back from Iraq, we are now really starting our relationship as husband and wife; but now we have 'ground rules'.
— Erica Miles

Other skills couples learned in the workshop included: how to communicate effectively, team approach to problem solving, managing conflicts without damaging closeness, and the preservation and enhancement of love, commitment and friendships.

Workshops were scheduled through June 2006 in geographical areas where 9th RRC Soldiers are based; American Samoa, Alaska, Guam, Saipan and Alaska.

Strong Bonds is based on a curriculum called PREP (Prevention and Relationship Enhancement Program) based on many years of research at the University of Denver and at other leading universities around the world.

The workshop format is informal instruction followed by practice and coaching. For example, after the instruction presenting the communications topic, couples will practice an active listening technique while the trainers circulate as coaches.

"We came to the workshop to validate our relationship," said Elispeta Alaimaleata, spouse of SGT Keresema Alaimaleata, who served with Co. D, 100th Battalion, 442nd Infantry as a turret gunner in Iraq.

"We have been married about 10 years and I believe we have a very good relationship. I wanted to determine how strong our relationship was in terms of the skills being taught in this workshop," Elispeta Alaimaleata said. "It's pretty strong," she added.

But Elispeta Alaimaleata admits that she needed help when her husband deployed. "When my husband left I was very depressed and missing him terribly," Alaimaleata said.

"Our youngest son was born just a few days before he left. To take care of our four children I had to cut my hours at work. I am thankful that my family, my church, my employer, and my Delta Company family readiness group got involved to support me," Elispeta Alaimaleata added.

In contrast to the Alaimaleatas are SGT Shawn Rivera and wife, Christina, who have been married about a year-and-a-half.

SGT Rivera also served with Co. D, 100th Battalion, 442nd Infantry and recently returned from Iraq.

"We got married just before Shawn left for Iraq," said Christina Rivera. "Shawn's been in the desert way longer than we've been together as husband and wife," Rivera added.

Both found the workshop very helpful to their marriage.

"We learned a lot of things in the workshop," Christina Rivera said. "There's always room for improvement in our relationship".

Similar to the Riveras are the Van Giesons and the Miles.
SPC Alfred Van Gieson, assigned to Headquarters Company, 100th Battalion, 442nd Infantry, also married his wife, Christine, just before being deployed to Iraq.

"I was hesitant to come to the workshop at first," Christine Van Gieson said. "I thought we had to get up and talk about our relationship, but it wasn't like that at all.

Erica Miles, spouse of SPC Samuel D. Miles, Jr., echoed Van Gieson's comments.

"After Sam got back from Iraq, we are now really starting our relationship as husband and wife; but now we have 'ground rules'," Miles said.

In his message to workshop couples, BG John Ma, 9th RRC commander said, "As we developed this distinctive program, we have had only you, your spouse, and your family in mind."

"You and your spouse have made tremendous sacrifices, and I am personally committed to doing everything we can to make your marriage stronger," Ma said.

All Army Reserve couples are eligible to attend a Strong Bonds workshop, however, priority is given to Soldiers who have just returned from deployment or, to those about to deploy.

To locate a workshop near you, contact your unit's chaplain's office or call Chaplain (LTC) Mack Griffith, Army Reserve Command Chaplain's Office at (404) 464-8475.

GOLDEN MEDIC TRAINS SOLDIERS, HELPS COMMUNITIES

By MSG Dave Johnson
367th Mobile Public Affairs Detachment

CAMP PARKS, Calif. — Golden Medic, the Army Reserve's largest annual medical training exercise was held in June 2006 at Camp Parks, Calif. and Fort Gordon, Ga.

The two-week exercise is designed to give Reserve medical personnel a full range of training on integrated combat health systems. Golden Medic operates under the auspices of the 3rd Medical Command, Fort Gillem, Ga., and involves not only Army Reserve but also Air Force Reserve units from around the country.

Soldiers and airmen involved in the exercise train on a myriad of tasks. Some of the primary tasks include coordinating and performing medical evacuation triage, reacting to mass casualties, command and control of units, risk management assessment and the military decision making process.

Preparing Soldiers for wartime missions is the primary goal of training, but medical exercises in the Army Reserve fulfill an even greater purpose.

"This isn't just about the Army," said SFC Glenn Phillips, the pharmacy NCO in charge. "This exercise helps communities because we would be called to help for homeland disasters like Katrina."

"First responders and acute and medical care personnel help the communities throughout the United States," said CPT April High, an intensive care unit nurse. "And many of these medical specialists are in the Army Reserve."

Both Phillips and High are members of the 318th Minimal Care Detachment, Bossier City, La.

Medical Soldiers concentrate on their motto, "Sustain the fighting force," but to accomplish this objective, much coordination is needed.

"We have communications, maintenance, food service, dental, pharmacy, acute care Soldiers," said Phillips. "We all pull together to help make this work."

"This was an empty field a few hours ago," said Phillips. "Soon, it's a full-service medical facility because of teamwork."

Phillips made his comments while Soldiers worked diligently erecting tents as Golden Medic passed from its embryonic stage to almost fully functional during the first day.

Many of the sections used Soldiers from different units who had never met each other.

"I love it when it all comes together with teamwork," said SSG Alphonsa Clayborn, a food service NCO with the 302nd Combat Support Hospital.

One of the scenarios in Golden Medic requires everyone to pitch in, in a mass casualty exercise.

"When there is a mass casualty call," said Phillips, "we all have to help. Soldiers know their hospital job, but when there are mass casualties, signal Soldiers help with litter carries, food service Soldiers help with security, and so on. Soldiers have to work outside their specialty, but they all pull together."

Army Reserve Soldiers at Camp Parks, Calif., move equipment into place in preparation for the Golden Medic four-day main exercise.

PHOTO: CPT JEFFERSON WOLFE

Golden Medic requires Soldiers to work as a team, often with other services and under strategically planned stress to push them to perform. The payoff is Soldiers who are ready for combat operations, and who are also ready to help the community.

"Golden Medic gives the Army and local communities better medical personnel when they're called," said High.

THE ARMY'S SILENT LIFE SAVERS

By SSG Caroline Maribei
300th Mobile Public Affairs Detachment

FORT GORDON, Ga. — Their wounds resemble those normally found on Soldiers on a battlefield. They have gunshot wounds, shrapnel wounds, bruises and burns. But this is not a war zone, and they are not actual Soldiers.

It is Mannequinville, and the casualties are actually mannequins whose wounds were masterfully applied by the staff of the Regional Training Site — Medical (RTS-Med) at Fort Gordon, Ga., which is one of the locations of Golden Medic (GM) 2006. Golden Medic is an annual medical training exercise sponsored by the U.S. Army Reserve Command and in 2006 was simultaneously conducted at Camp Parks, Calif. and Fort Gordon.

The process of creating the wounds is known as "moulage." The type of wound dictates the amount of time and the kind of materials that will be used.

"Depending on the injury, it could take days to do a moulage," said Currant Jones, a trainer and instructor who has worked at Fort Gordon's RTS-Med since its inception in 1991. "It's a multi-step process," Currant added. Mannequinville has more than two dozen types of makeup to choose from, including materials like pliable clay, grease paints, gelatin and even food coloring.

More than 300 mannequin patients reside in Mannequinville, all available for duty during medical training exercises. These patients have interchangeable body parts and some come prepared with lacerations, burns or other traumatic injuries. These injuries are usually logged into a document known as an algorithm, and each mannequin has its own. To ensure that injuries match training scenarios, units can peruse the algorithm and choose appropriate wounds.

A Master Scenario Events List (MSEL) is developed for the exercise which helps determine the types and insertion rates of the mannequin casualties. "It (the MSEL) is the sequence of events for the war and the type of casualties being generated," said Jones.

"This year our focus is on the patient play exercise and being efficient at moving patients through theater using the appropriate processes," said SGM Kathy Phillips, who is in charge moulaging during GM06. Phillips is a medical Sergeant Major with 3rd Medical Command from Fort Gillem, Ga., and a Golden Medic exercise veteran. This is her second time running the moulage process.

"We are trying to simulate real combat injuries that are currently occurring in Iraq," Phillips said. "I have tried to insert more hemorrhaging, more injuries from Improvised Explosive Devices, real-world civilian injuries, to include women and children, Soldiers caught in crossfire, and the care of enemy prisoners of war."

Once the requests for the mannequins are in, the staff at RTS-Med ensures that they are prepared. This may involve inspecting the mannequins and applying necessary touch ups. In order to preserve the makeup, a thin layer of baby powder is applied and the wound is then wrapped in foil. Once the exercise begins, they just remove the wrappings and the mannequins are ready to go. Some scenarios, however, require that specific injuries be created. This is where their skills really come in to play.

Since every injury is different, the process and materials will vary. "I like to work with clay," said Sandra D. Torres, an instructor and trainer at the RTS-Med. Torres, who was in the Army for 20 years, has been with the RTS-Med for about 15 years. She took a class on moulage and, over time, has developed a unique style. "I've got my own technique," she said.

To create a new wound, Torres starts by applying a latex prosthetic adhesive. She then combines two different tones of pliable pieces of clay which will form the base of the wound. This base is applied and shaped according to the wound's description. At this point, makeup matching the subject's skin tone is applied.

The type of wound determines its size and depth. "For example, bullet wounds can be big or small," said Torres. "It can vary depending on whether it's an exit or entrance wound." Once the bullet hole or other injury is completed, red ink is then applied, and the patient is ready for service in the exercise where the Soldiers will conduct casualty evaluation.

PHOTO: SSG D. KEITH JOHNSON

Sandra Torres touches up a simulated injury on a mannequin at Mannequinville in preparation for Exercise Golden Medic 2006. Torres, from Augusta, Ga., is an instructor at the Regional Training Site-Medical located at Fort Gordon, Ga.

The evaluation stage is the most important and final part of the training exercise. "Every patient goes out with an algorithm," said Phillips. "It explains the type of wounds and what care should be rendered."

The bottom line is if the Soldier conducts the evaluations correctly, the patient recovers.

"If you don't do the evaluation as required, we stop and start training," Jones stressed.

FST FILLS 'GOLDEN HOUR' GAP FOR CASUALTIES

By SGT Benjamin R. Kibbey
367th Mobile Public Affairs Detachment

CAMP PARKS, Calif. — Medical professionals call the minutes immediately after a wound the 'golden hour.' Time is short, death hangs near, and the skilled hands and quick wits of Army doctors, nurses and medics may be the only hope a casualty has for survival.

Field medics can only do so much to stabilize the critically wounded. Front line fighting can happen almost anywhere, and even with airborne medical evacuation, the nearest combat support hospital (CSH) may simply be too far away. Into that decisive gap step the men and women of the Army's Forward Surgical Teams (FST).

Designed to operate in a stand-alone capacity for up to 72 hours, an FST such as the 691st Medical Team from Utica, N.Y., can drop to within five kilometers of the fighting and be ready to accept casualties in one hour.

FSTs exist to quickly assess and stabilize the worst of the wounded and get them to the next higher medical unit as quickly as possible, said CPT Frank Rodriguez, acting head triage nurse for the 691st Med. Team.

Though FSTs lack the sterile conditions present in a CSH operating room, simply saying that they stabilize casualties belies just how much they can do. An FST can be staffed with three general surgeons and one orthopedic surgeon, said SSG Louis Ollerenshaw, a medic and the triage NCO.

With their usual complement of surgeons and equipment, an FST can give blood transfusions, relieve pressure on the brain created by head wounds and perform any number of additional surgical procedures, said Rodriguez.

The action begins when patients arrive. Triage personnel immediately sort the patients according to the severity of their injuries,

PHOTO: SSG KEVIN M. BUCKLEY

Army Reserve Soldiers of the 624th Forward Surgical Team from Erie, Penn., receive a live patient during a moulage at Exercise Golden Medic.

just like in civilian triage, said Ollerenshaw. Unlike in the civilian world, however, they can also take the initiative to begin treatment, whereas civilian nurses must await a doctor's order, he said, though they still consult with the surgeons when possible.

"We stabilize them as much as we can before they go to the operating room," said Ollerenshaw. "Me being a medic, I can even administer morphine without a doctor's orders."

From triage, the casualties are moved a few feet away to the operating area. FST members prep the patients, set out the surgical instruments and continue evaluation and monitoring procedures while the surgeons get ready to start.

This experience is very different from what a surgeon sees in the civilian world, said MAJ Tomasz Gutowski, a general surgeon with the 691st Med. Team, who practices and lives in Modesto, Calif.

The FST operating room is also limited when compared to the kinds of equipment, facilities and resources present in a civilian operating room, he said. Yet, that is simply a reflection of the more limited role they are intended to play.

"Everything's a trauma; everything's an emergency situation," Gutowski said. "We also have a different objective here than in the civilian world. We're most interested in stabilizing the patients and sending them on."

And this is one of the most important roles in battlefield medicine, according to 1LT Dan Prusinowski, the 691st commander who is from Lowville, NY. "The major cause of death historically on the battlefield has been blood loss."

In fact statistics have shown that when medical intervention is provided within the first sixty minutes after a major traumatic injury the odds of saving life and limb are dramatically increased.

"I think it's extremely important, just getting those patients in during that golden hour," Prusinowski said.

Though designed to function with limited resources, with support and re-supply from a CSH, an FST can continue to save Soldiers even past 72 hours.

During a deployment to Afghanistan, the 691st Med. Team stayed in one location for several months, stabilizing casualties at a forward operating base and sending them on to Bagram Air Field, said Gutowski.

During that time, the FST didn't just deal with coalition casualties, he said. In fact, he estimated that the majority of their patients were foreign nationals.

In addition, not all of the patients were simply stabilized and sent immediately on. Set up with separate tents for sleeping, triage, operating room and an intensive care unit, the 691st was able to hold patients for several days if their needs didn't merit immediate evacuation, according to Gutowdki. The normal setup includes only one tent for all medical treatment and one for living quarters.

"Versatility is a necessity for members of the 21-person FST," said Prusinowski. "They have to be able to provide their own power by generator, see to their own security, and maintain their own communications." he said. Due to size and the need to maintain self-sufficiency, unit members cross-train as much as possible.

"The closeness of the unit helps them to meet those challenges," he said.

NEWEST CSTC SUPPORTS ARMY RESERVE TRAINING AND TRANSFORMATION

By Amy Phillips
Public Affairs Office
Combat Support Training Center

CAMP PARKS, Calif. — The U.S. Army Combat Support Training Center (CSTC) is the Army's newest training center dedicated to providing premier pre-mobilization training sites for combat support (CS) and combat service support (CSS) units. On Oct. 3, 2005, the Department of the Army established the CSTC to consolidate three Army Reserve training sites under a single garrison command. As a separate army garrison, the CSTC can now focus the full potential of Fort Hunter Liggett, Camp Parks, and B.T. Collins Army Reserve Center to meet the sweeping training challenges brought about by Army Reserve transformation. The focus is to better prepare Soldiers to fight and win the Global War on Terrorism and any other conflict our nation may face.

LTG James R. Helmly, former Chief, Army Reserve, envisioned strategically located, "year-round" training centers dedicated to providing collective training and validation to CS and CSS units. The CSTC provides a place for large CS/CSS formations to conduct realistic, theater-specific training on a scale previ-

ously possible only at the Army's national training centers like The Joint Readiness Training Center at Fort Polk, La., and the National Training Center at Fort Irwin, Calif. The CSTC mission compliments Base Realignment and Closure (BRAC) 2005 directives, the Army's Force Generation (ARFORGEN) model and Army Reserve transformation.

"We are the very first CSTC to be established — it's an exciting time for us," said COL W. Scott Wood, commander of the CSTC headquartered at Camp Parks. "Being the first, we have our work cut out for us but we've already made significant headway in less than a year."

One of three emerging Army Reserve training centers, the California CSTC is the premier CS and CSS training center for the Western region of the United States. Two other CSTCs are expected to stand up over the next few years — one at Fort McCoy, Wis. and the other at Fort Dix, N.J.

The CSTC provides training facilities and maneuver space to support technical and tactical training, weapons qualification, classroom instruction and the capability to conduct collective training for up to brigade-sized units. It also supports joint, multi-component, and interagency training by providing such invaluable training assets as an adaptable, six-mile-long, 360-degree convoy live-fire course, urban training environments and logistics support bases like the ones being used in the theaters of operations. The CSTC also provides the full complement of standard weapons qualification ranges, a C-17 capable assault landing strip and an active heliport that can accommodate up to 36 helicopters at a time.

The California CSTC encompasses four separate, very diverse, and geographically dispersed Department of Defense training installations located in the northern and central part of the state. The headquarters at Camp Parks in Dublin, Calif., consolidates the base operations (BASOPS), training facilities, and housing assets of Fort Hunter Liggett, Camp Parks, Moffett Field, and B.T. Collins.

Fort Hunter Liggett (FHL) is the largest Army Reserve installation. FHL is also the Army's ninth largest installation, even larger than Fort Bragg, N.C. Located in the remote mountains of southern Monterey County, FHL spans more than 165,000 acres of un-encroached mountains, valleys, rivers, plains, and forests that are ideal maneuver areas for today's brigade-based units. Agreements with the National Park Service open another 72,000 acres adjacent to the fort for light maneuver training. The rugged terrain of the central California coast simulates much of the same terrain found in Iraq and Afghanistan.

"The terrain at FHL is one of the greatest assets FHL offers to units training at the CSTC," said MAJ David Phillips, director of plans, training, mobilization, and security, "It enables CS/CSS formations to stretch out logistics operations to doctrinal distances while at the same time providing them opportunities to conduct scenario-driven collective training opposed by adaptive opposing forces." Vast, remote maneuver areas allow units to conduct live fire patrolling, improvised explosive device (IED) detection and defeat, weapons qualification and urban operations on the same range complex, simultaneously. "Recent convoy live fire training at FHL is already saving lives," said Phillips.

Camp Parks, located in Dublin, is strategically located to service more than 250 Reserve Component units of more than 20,000 Army Reserve and National Guard Soldiers. It provides the only weapons qualification ranges to military units located near the Oakland and San Francisco Bay area.

Moffett Field, located in Mountain View, will become home to the new 63rd Regional Readiness and Sustainment Command (RRSC) Headquarters. The CSTC will provide base operations support for the new RRSC.

B.T. Collins Army Reserve Center, located in Sacramento, is home to the U.S. Army High Tech Training Center where Soldiers receive signal-related and computer military occupational specialty training.

Fort Hunter Liggett, Camp Parks and Moffett Field also offer brand new, first-rate housing for military personnel under the Residential Commercial Initiative.

"The CSTC is preparing for its expanding role to ensure Soldiers experience a "combat training center like" event to validate their training and readiness levels prior to being alerted for mobilization," said Wood. "This is the best way to provide the Army trained and ready Soldiers to fight and win the war on terrorism."

Fort Hunter Liggett's 12-building MOUT site is now open for business. It is equipped with a gas station, concussion/blast generators, and debris launchers.

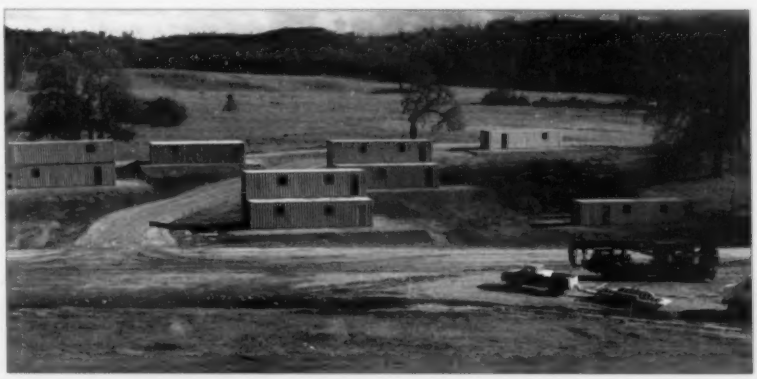


PHOTO: ART WATSON

PHOTO: SPC MICHEL SAURET

SPC Nathan T. Myers, 391st MP Battalion uses a high-tech scanner to record the image of SFC John Nolan's iris. The device has to be held steadily while scanning the iris, producing an image that will improve a detainee's tracking records.

SOFTWARE TO TEACH DEPLOYED MPS TO TRACK DETAINEES

By SPC Michel Sauret
354th Mobile Public Affairs Detachment

FORT McCOY, Wis. — Fingerprints, face shots, and iris scans. Pair those with a high-tech system that can record and track prisoner information from around the world, send everything to the Pentagon, and you've got an infallible database program that falls just short of knocking your socks off.

"We have zero tolerance for error with this program," said instructor SFC John J. Nolan with the National Detainee Reporting Center located at the Pentagon.

Nolan, who designed the registration system with 1SG Merle Bragg, taught the Detainee Registration Software (DRS) as an addition to other training conducted during Exercise Patriot Justice at Fort McCoy in June 2006. Patriot Justice was an exercise to teach Soldiers the technical skills they will need in case of deployment. Students included 11th and 300th Military Police (MP) Brigade Soldiers who will have to use the system in real internment facilities once deployed.

"They are at the pointy end of the spear," Nolan said about the students. "They'll be the ones who come face-to-face with the detainees."

Nolan added that DRS is key for the internment process during war because it is used around the world to maintain 100 percent accountability of detainees and prisoners involved with the Global War on Terrorism.

The DRS class lasted two-and-a-half days, most of which time was spent with the students on laptops, learning the software. On the final segment, Nolan showed them how to use the hardware equipment. This included a high-tech iris scanner, a state-of-the-art fingerprinting machine, and a digital camera — all of which plugged into a laptop to operate the system.

With the new technology, Nolan said, "It's getting easier and easier to track records and avoid mistakes when catching or releasing prisoners." Before, when ink was used to take fingerprints, only 12 percent of those prints became usable for later needs. Now that the system has updated to digital scanners, more than 80 percent or more of prints can be used, accordingly to Nolan.

"Before, we would basically fly by the seat of our pants," said SPC Nathan T. Myers, 391st MP Battalion, who has had experience with detainee operations before the new technology came out. "Now it's more tech-on."

At a real internment facility, any prisoner information would be transmitted directly to the Pentagon for tracking purposes. Nolan has taught the class several times with his partner, Bragg, and has often used his *own* fingerprints to show students how to operate the scanner. Each time he's demonstrated the system, he's paired the prints with a different name and background information.

"I'm always afraid the Pentagon is going to think I have 40 different aliases," Nolan said to his students jokingly. "That might make it hard to catch a plane."

DECONTAMINATION EXERCISE TESTS SOLDIERS' SKILLS, ENDURANCE

By SSG Liana Mayo, SSG Scott D. Turner, SPC Ronald Bradshaw
358th Mobile Public Affairs Detachment

SIOUX FALLS, S.D. — The Soldiers of the 323rd Chemical Company in Sioux Falls, S.D. serve a crucial role in our national defense. They are highly skilled with a specialized mission to perform, not only on the battlefield but also here at home. In the event of a chemical, biological or radiological attack, the 323rd Chem. Co. will be on the front line, saving lives by decontaminating U.S. military and civilians alike.

Following the 1995 Sarin gas attack on the Tokyo subway system, civilian authorities in the United States realized they were unprepared should such an event occur here. In search of a viable response to the threat they looked towards the military units that specialize in decontamination.

One of the units tasked with responding to an emergency such as this is the 323rd Chem. Co.

To insure the 323rd Chem. Co. can perform this mission, the unit undergoes periodic inspections and on-site local exercises over two to three days. These mock attack exercises are designed to be as close to real-world situations as possible.

During the exercise chemical personnel work hand-in-hand with medical as well as local law enforcement personnel. The participants must demonstrate their ability to set up a decontamination site expeditiously and then properly receive, assess, initially treat and clean the victims.

"Having more people involved really helped us learn how the entire process works, with the flow of rotations and working with the paramedics."
— SPC Travis Turner

Although the focus of this event is to evaluate the 323rd Chem. Co., Soldiers from almost half a dozen other Army Reserve units from around the country also participated, putting their skills and endurance to the test. Some of those Soldiers were from the 349th Chem. Co., Fort Lawton, Wash.

"This is my first major exercise with other units. Having more people involved really helped us learn how the entire process works, with the flow of rotations and working with the paramedics," said SPC Travis Turner, a chemical operations specialist, with the 349th Chem. Co.

In addition to chemical and medical personnel, more than 40 Army Reserve Soldiers from three area support groups (ASG), the 650th ASG from Fort Douglas, Utah, the 651st ASG from Denver, Colo. and the 652nd from Helena, Mont., volunteered to role-play as casualties for the exercise. They gathered in a building near the decontamination (DECON) site, designated the moulage area. Dressed in civilian clothing, the role-players have elaborate make-up applied to depict flesh wounds of varying severity. It is here that they are assigned a level of chemical exposure to simulate and are given instructions on how to portray specific symptoms.

After all of this the "casualties" are ready to be injected into the exercise scenario.

In true to life fashion the casualties arrive via speeding ambulance. They are dropped off at the casualty collection point in an area known as the "Hot Zone"; called that because the area is considered contaminated.

In the Hot Zone the casualties are met by Soldiers wearing air-tight yellow chemical suits, black rubber gloves, bright orange boots and gas masks.

In the Hot Zone the casualties are met by Soldiers wearing air-tight yellow chemical suits, black rubber gloves, bright orange boots and gas masks. However, these are not decontamination personnel yet, these are litter-bearers and military medics.

In order to get their job done in the most efficient manner possible, the 323rd Chem. Co. has two decontamination lanes set up, one lane for ambulatory, (walking) and another for non-ambulatory.

Each casualty enters the appropriate lane. Outer clothing is removed so that the medics can better perform triage. They quickly evaluate and prioritize the wounded, and administer any necessary aid. After this the casualties are ready to be placed into the capable hands of the decontamination personnel.

"Receiving live casualties who were kicking and screaming was different," said Turner adding that "working with local law enforcement and other support units here was cool."

If the casualty is non-ambulatory, they are placed on a mobile gurney and a roller transport system which makes it easier to work with them. The decontamination process itself involves spraying and sponging the casualty very thoroughly with a special decontamination water rinse.

PHOTO: SSG SCOTT D. TURNER

A triage tag is checked during a 323rd Chemical Company exercise in Sioux Falls, S.D.

Upon completion of the decontamination, each casualty is evaluated again and given any further medical attention that may be required.

Because chemical units are now issued all the equipment needed to completely decontaminate casualties, there is no risk of contaminating the follow-on ambulances and civilian hospitals.

Fully decontaminated, the casualties are loaded onto a "clean" ambulance and immediately taken to a local area hospital for further medical treatment.

As is the case with any training exercise the Soldiers participating could end up with actual injuries themselves. This is especially true during this exercise considering the rigors of working in the hot sun while wearing the air-tight chemical suits.

"Our biggest challenge here is the heat and humidity," said SPC Robert Derbin, 349th Chem. Co., between sips of water as he sat in the rest area after his work cycle as a litter bearer. "It's best to hydrate before you go on the line. Our masks are equipped to drink through, but it just wouldn't be wise, in case of contamination."

In addition to supervising decontamination, the unit NCOs also insure that their Soldiers maintain proper work and rest cycle rotations to stay adequately rested, hydrated and fed.

On location providing real-life medical support for the participants were 25 Soldiers from the 328th Combat Support Hospital (CSH), Fort Douglas, Utah.

"Our job was in real world casualties, and our major concern was that Soldiers would say they were okay, trying to be brave, when they really weren't O.K.," said CPT Stacey Forst, 328th CSH. "But it went fine. Soldiers were extremely hydrated and rotated appropriately; a few were hypoglycemic and we got them something to eat."

SPC Turner said he enjoyed working alongside the 323rd Chem. Co. decontaminating Soldiers and civilians and working with the medical staff. "I like the job, its fun and it's all new, it's pretty diverse, it's changing constantly," said Turner.

Should a chemical attack occur in the U.S., it's reassuring to know that there are Soldiers like Turner and units trained and ready to step in and reduce suffering and the loss of human life. ARM

PHOTO: SSG LIANA MAYO

A patient is decontaminated in the non ambulatory lane during the 323rd Chemical Company decontamination exercise.

PHOTO: U.S. ARMY

Expolsive Ordnance Disposal Soldiers prepare captured ammunition for demolition.

802ND ORDNANCE COMPANY MANAGES TONS OF AMMO, WORTH BILLIONS

By Dennis M. Hatcher
Global War on Terrorism Historian
Office of Army Reserve History

CAMP ARIFJAN, Kuwait — When the main body of the 802nd Ordnance Company arrived on Jan 5, 2003, on the eve of Operation Iraqi Freedom, it was one of the first U.S. Army Reserve units to report to Fort Stewart, Ga. for mobilization. The Soldiers in the Gainsville, Ga. unit found the first weeks of training difficult and challenging. The time spent on common task training at home station paid off though and the 802nd Ord. Co. received its validation for deployment after just 19 days. Anxiety began to rise however as the Soldiers had to wait as other units deployed ahead of them.

Finally after 5 weeks the 802nd Ord. Co. received orders to depart. In a raging rainstorm, Soldiers drew their weapons and loaded their bags. At Hunter Army Airfield's terminal, they were now quarantined from their families who had been on hand to visit during these weeks of delay.

Before dawn on Feb. 27, 2003, after being up and moving for the previous 24 hours straight, the unit was aboard aircraft and wheels up at last, headed for Kuwait. Arriving just after dawn on the last day of February, the company went to Camp Wolf for in-processing and transportation to their new post, Camp Arifjan. Exhausted from this trip half-way around the globe, the Soldiers were finally able to lie down and grab some quick shut-eye on the wooden floor of a large festival tent at Arifjan.

Preparations for offensive operations against Iraq were in full swing so the 802nd Ord. Co. had little time to recuperate. Immediately, the unit jumped into action, running 24/7 operations with active duty platoons from the 60th and 63rd Ordnance Companies to issue basic ammunition loads to units entering the theater and heading north.

Within the first few weeks on the ground, the 802nd Ord. Co. participated in issuing ammunition to over 300 divisional, non-divisional, corps, and echelons above corps units. Soldiers from the 802nd Ord. Co. supported air missions at Al Jaber Air Base, shipping ammunition to coalition forces in Jordan and Afghanistan. The 802nd also participated in the downloading of the ammunition ship *Chippewa Belle* and completed inventories of ammunition containers in the theater storage area.

The 802nd Ord. Co. had originally been tasked to issue captured enemy equipment and ammunition to Iraqi National Congress fighters in the An Nasariyah area, but the mission changed instead to setting up an ammunition holding area for use by Coalition Forces and assisting with collection and destruction of captured enemy munitions. This work would include inspecting and transporting ammunition from Iraqi supply points and abandoned military camps around Tallil, Iraq and assisting explosive ordnance disposal personnel in preparing ammunition for destruction. On April 9, 2003, elements of the 1st Ammunition Supply Platoon of the 802nd Ord. Co. went over the birm into Iraq.

Concurrent to the Tallil mission, the rest of the company continued its mission at Camp Arifjan. In preparation for the Class V retrograde, the 802nd Ord. Co. began inspecting and cleaning H104 Multiple Launch Rocket Systems (MLRS) and Army Tactical Missile Systems (ATACMS) pods. The unit built blocking and bracing, and loaded containers with MLRS and ATACMS pods for shipment to the Continental United States, Pacific Command and European Command theaters. In addition to small arms, the 802nd Ord. Co. received and inspected Patriot, ATACMS, tube-launched, optically tracked, wire-guided missiles and reactive armor Tiles. During the opening months of Operation Iraqi Freedom, the Soldiers of the 802nd Ordnance Company assisted in the receipt, distribution, inventory, inspection and shipment of well over 75,000 short tons of ammunition valued at $4.8 billion.

Preparations for offensive operations against Iraq were in full swing so the 802nd Ord. Co. had little time to recuperate.

In June 2003, following the ground offensive, the 802nd Ord. Co. came under the operational control of the 321st Ordnance Battalion. Throughout the summer, the company focused on the shipment of MLRS, ATACMS and Patriot missiles. During the Fall of 2003, the company's mission changed again. Their new focus became reducing the shortage of training and combat operational basic load items for U.S. forces. This included critical stocks of 5.56 mm rifle, 7.62 mm and .50 cal. machine gun as well as mortar munitions. The 802nd Ord. Co. put over 15 million rounds of reconditioned ammunition directly back into the hands of front line Soldiers, saving millions of dollars in new production and transportation costs.

In September 2003, the 802nd Ord. Co. was told it would redeploy home to the United States. Equipment was loaded in containers; vehicles were ready to go to the wash racks and port; and bags were packed. It was then that the decision was made whereby all Army units would serve one year deployments in order to stabilize the force rotation. The news that they would spend a full year deployed was tough on everyone, especially families back home waiting anxiously for the return of their Soldiers.

The remaining months saw the 802nd Ord. Co. in a variety of roles including support to four additional ammunition platoons and providing cooks for Arifjan's Zone 2 Mess Hall, the largest dining facility in the history of the U. S. Army. At its peak, it served over 45,000 meals a day. The Fire-Rescue section provided fire and emergency support to Soldiers and property in Zone 1, the airfield at Arifjan, and the outlying camps. It also worked at the Kuwait Naval Base washing containers for loading onto ammunition ships.

A few days after New Year's 2004, the 802nd Ord. Co. again started preparations to return home. On the evening of Feb. 12, 2004, the unit went to Camp Wolf for out-processing and spent the night in quarantine. Surrounded by a feeling of déjà vu from a year before, they left Kuwait before dawn on Feb. 13, 2004. Just as when it left Hunter Army Airfield a year earlier in a pouring rainstorm, the 802nd Ord. Co. returned to a rainstorm the morning of Feb. 14, 2004. The Soldiers went directly to the post gymnasium for a brief ceremony and were reunited with their families at last. ARM

People

MASSACHUSETTS AMBASSADOR APPOINTED EMERITUS

By Linda A. Jeleniewski
Public Affairs Office
94th Regional Readiness Command

DEVENS, Mass., — "I am so thrilled and happy," said Francis "Frank" J. Doherty, U.S. Army Reserve ambassador from Massachusetts when he heard the news of his Emeritus appointment, June 21, 2006.

"I wanted to remain active in the program after my second term was up. There is still so much I can offer the Soldiers and families of Massachusetts, especially during these times," he stated.

Doherty has served as an Army Reserve Ambassador for the state of Massachusetts since his initial term began in March 2000. During his six-year tenure, he has excelled in telling the Army's story throughout the world, traveling extensively overseas and within the continental United States at local community events, state and civic organizations, military events and national conferences.

"There is still so much I can offer the Soldiers and families of Massachusetts, especially during these times."
— Francis "Frank" Doherty

In an appointment letter, the Chief, Army Reserve (CAR), LTG Jack C. Stultz, writes that as an Ambassador Emeritus, Doherty's role will be as an advisor and consultant to him on the current and future direction of the Army Reserve, and, more importantly, with telling the Army Reserve story to the American people.

In 2005, Doherty attended more than seven unit mobilization and de-mobilization ceremonies, 10 Welcome Home Warrior-Citizen award ceremonies, three Soldier funerals, a unit inactivation, Veterans Day and Memorial Day events, parades, conferences, leadership briefings, training exercises and participated in media training. He also spoke with state representatives on 114 bills that were filed to aid Soldiers and their families, many of which were subsequently passed and are helping Army Reserve Soldiers today.

PHOTO: U.S. ARMY

Francis "Frank" J. Doherty, U.S. Army Reserve ambassador emeritus

Doherty has more than 56 years of association with the U.S. Army, a career he started at age 15 in 1950. His military background spans across the active component, National Guard and the Army Reserve. Now, as a retired Army Reserve Soldier, his desire to continue to tell the Army Reserve story in the State of Massachusetts, as well as throughout his travels overseas, has never faltered.

According to MG Dennis J. Laich, commander, 94th Regional Readiness Command, Devens, Mass., Doherty and his Massachusetts colleague Ambassador Joseph Lopes have played an integral role in participating in community events throughout New England that honor all Soldiers, regardless of branch of service.

Now that the entire Army Reserve is undergoing a historic transformation and the military is also beginning to experience the effects of the Base Realignment and Closure Act, Doherty feels that he'll be needed even more throughout the local communities.

"Both will have a large impact on Soldiers and their family members throughout New England," stated Doherty. "It is our job, as an ambassador, to be there for the Soldiers."

The Army Reserve Ambassador Program was created in April 1998 with the purpose of promoting the Army Reserve and the identified goals and objectives of the CAR through influential civilian volunteers at the state level who are called "Ambassadors." Each Ambassador carries the rank equivalent to a two-star and is appointed by the CAR, in coordination with nominations from Regional Readiness Commanders for an initial term of three years with renewable extensions at the option of the CAR. Ambassadors cannot be current Army Reserve Soldiers but can be civilian or retired military personnel.

SGT MAUPIN INDUCTED INTO NCO CORPS

By SPC. Michael Weerts
Public Affairs Office
88th Regional Readiness Command

(Editor's note: SGT Keith "Matt" Maupin was promoted to the rank Staff Sergeant on Sept. 24, 2006, in a ceremony as part of the POW/MIA Remembrance Service at Fort Snelling, Minn.)

REYNOLDSBURG, Ohio — With his parents on hand, SGT Keith 'Matt' Maupin, the only American Soldier who is unaccounted for in Iraq, was inducted into the NCO Corps in a ceremony held in Reynoldsburg, Ohio on March 11, 2006.

During the ceremony, Maupin was represented by SSG Shane Horner of the 705th Transportation Company, a subor-

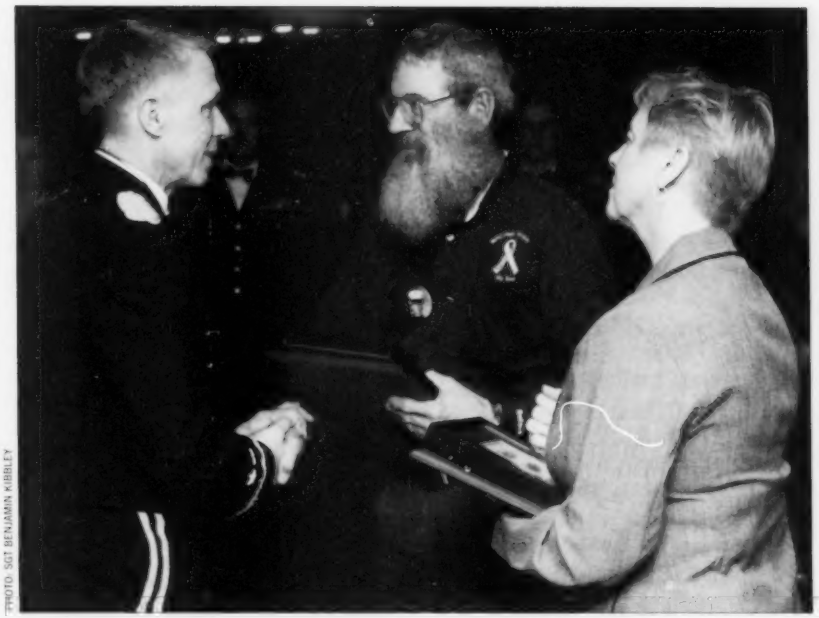


PHOTO: SGT BENJAMIN KIBBLEY

Parents of SGT Matt Maupin, Keith and Carolyn Maupin receive a framed Combat Action Badge in honor of their son by MG Robert A. Pollmann, commanding general of the 88th Regional Readiness Command.

dinate unit of the 718th Transportation Battalion. Horner was selected to represent Maupin because he was the 718th's NCO of the year for 2005.

"We wanted an outstanding representative of soldiering and NCO leadership to stand in for SGT Maupin," said 643rd Area Support Group CSM Ralph Veppert. The signature of the Charge to the NCO was left blank while 88th Regional Readiness Command (RRC) CSM John Vacho signed his portion and left Maupin's section absent. "We left it blank for SGT Maupin to sign when he returns," said Vacho.

The NCO Induction Ceremony is a long-standing Army tradition where enlisted Soldiers cross the line into the NCO Corps. The ceremony signifies that the Soldier is now ready to serve in positions of increased leadership and responsibility and will strive to remain tactically and technically proficient.

This is Maupin's second promotion since he was captured, staying on the same timeline as his peers. He was promoted to the rank of Specialist on May 1, 2004, 22 days after his disappearance.

87TH DIVISION SOLDIER EARNS EQUAL OPPORTUNITY AWARD

By SSG Carlos D. Vinson
Public Affairs Office
87th Division

QUEENS, N.Y. — MSG Paula James, 87th Division, Birmingham, Ala., received the fifth Merlin G. Pope, Jr. Award for the Outstanding Army Reserve Equal Opportunity NCO of the Year. The award was for 2005.

The award was presented at the 15th annual U.S. Army Reserve Equal Opportunity (EO) Professional Development Training Workshop in Queens, N.Y. in July 2006. James is currently serving as the Equal Opportunity Advisor for the 87th Division.

The theme of the workshop was "Diversity — One Team, One Fight, Embracing the Warrior Ethos." The agenda encompassed key missions and challenges currently facing the Army Reserve EO program.

James expressed her gratitude for the honor. "I appreciate the Pope family honoring Merlin's memory by valuing what he did — organizational culture and equal opportunity. I don't take this honor lightly."

She has supported the advancement of fairness, equality, dignity, and respect for the Soldiers, family members, and civilian employees of the 87th Division by executing programs aimed at overcoming discrimination and eliminating barriers to equal opportunity. She also encouraged civilian employees to participate in program activities that are all too often only focused at Soldiers. Her tireless efforts ensured that all EO complaints were processed timely and accurately.

A FATHER REMEMBERS

By 1LT Evelyn Burns
109th Mobile Public Affairs Detachment

FORT SNELLING, Minn. — John Vacho said when his son was first notified of deployment to Iraq, they talked about what he may encounter, the possible situations that could occur, and planned for others to take care of things in his absence. Vacho said he told his son he would go in his place and his son replied "I know you would, Dad, but this is what we do."

Upon first meeting John Vacho, command sergeant major of the 88th Regional Readiness Command (RRC), one would never guess by his pleasant personality and genuine care for Soldiers that he recently experienced the tragic loss of his son, SSG Nathan J. Vacho.

CSM Vacho carries in his pocket three military coins. In the military community, it is common for a commander or CSM to have several coins on hand to present to a deserving Soldier in recognition for a job well done. For CSM Vacho, the coins in his pocket hold a special story he shares with other Soldiers when presenting his coin.

What makes the three coins special is that they were carried by his son, a medical specialist assigned to Company C, 389th Civil Affairs Battalion. On May

5, 2006, SSG Vacho was traveling south of Bagdad, Iraq, in a four vehicle convoy when he was killed immediately upon impact of the blast from an improvised explosive device. SSG Vacho's unit is from Knoxville, Tenn. He was attached to the 2nd Brigade Combat Team, 4th Infantry Division during his tour in Iraq.

The coins were discovered in SSG Vacho's pocket during the processing of his personal effects in Dover, Del. The coins were then presented to CSM Vacho when his son was returned for burial in his hometown of Ladysmith, Wis. CSM Vacho said Nathan had about eight or nine coins in his possession but chose only three to carry with him on the mission.

The first of the three coins is from the CSM of the 389th whose motto, "Not by sword alone," is inscribed. His dedication to duty and his unit was displayed through quality first aid training he provided to two members of his squad during the unit's time at mobilization station. Although SSG Vacho was killed immediately upon impact, his commander credited him with helping to save the lives of two other Soldiers injured in the attack.

The second of the three coins is from the CSM of the U.S. Army Civil Affairs and Psychological Operations Command that is inscribed with the oath of enlistment. According to CSM Vacho, who has over 32 years in the military, SSG Vacho was the third generation of his family to serve in the armed forces. Nathan honorably served eight years in the Army Reserve and planned to reenlist prior to his death.

The third coin is the 88th RRC CSM coin awarded for leadership excellence that his father had given him. SSG Vacho was promoted posthumously to his current rank as a result of his display of leadership and Army values during his service in the military. Nathan not only learned as much as he could about his military specialty but more importantly, as a leader, shared that knowledge with others.

On June 4, 2006, CSM Vacho reenlisted for his final term of service in honor of his son. By the American flag, there stood a picture of Nathan to watch over the ceremony. After the words "... I will support and defend the Constitution of the United States against all enemies foreign and domestic;" with tears in his eyes, he paused for just a moment in remembrance.

CSM Vacho encourages Soldiers to reflect upon the oath of enlistment they took upon entering military service. By telling his son's story, he not only inspires others by his dedication, selfless service, and personal courage, but also allows the memory of his son to live on through the lessons learned.

SSG Nathan Vacho, left, stands along side his father CSM John Vacho

PHOTO: COURTESY VACHO FAMILY

"Cover your bases with your family, prepare for the 'what ifs', and learn as much as you can," said CSM Vacho. "Share your knowledge with others because you never know when it will be needed."

SOLDIER-STUDENT PUBLISHES FIRST NOVEL

By SPC Jason Venturini
354th Mobile Public Affairs Detachment

PITTSBURGH — For most 21-year-old college students, the only things that concern them are getting a good grade on the next big test, looking good at the next party and staying out of trouble. However, one 354th Mobile Public Affairs Detachment (MPAD) Soldier has to worry about all of that, maintaining his military career, and, promoting his recently released first novel, which he has been working on since he was in high school.

SPC Michel Sauret's novel "Breathing God" was recently published and can be found at places such as Amazon.com, and at Borders book stores.

> "I felt like I'd learned how to breathe for the first time."
> — SPC Michael Sauret

"I felt like I had never taken a real breath until that moment," Sauret said, commenting on when he finished the novel. "I felt like I'd learned how to breathe for the first time."

Sauret's novel tells the story about a person who witnesses the murder of his parents and completely turns his back to any belief in faith. However, after waking up at church one Sunday, his life starts to change, and he gives faith another look.

The idea of writing the novel first entered his mind when he was 14 while sitting in church with his family.

"For some reason, this thought pierced my mind, and I pictured myself in front of the church audience…but it wasn't me talking, it was God talking through me," said Sauret.

His family, who emigrated from Rome, and includes his Italian mother, French father, two older sisters and a younger twin brother and sister, has always been in full support of his writing endeavors.

"His Mother and I are very proud of him for writing this book," said his father, Alan Sauret. "It tells a very compelling story that will make the reader not want to put it down, but it also talks about very serious issues that will make the reader think about their own relationship with God."

He began piecing together the story's plot while at Callalen High School, in Corpus Christi, Texas. He finished the first draft his senior year.

"I started writing when I was 17, and slowly started to bring the story to life. I definitely wanted to get the first draft done before I left for basic training at Fort Knox, Ky., over the summer," said Sauret. "I joined the Army in September 2002, and I was at first a light wheeled-vehicle mechanic, before becoming a public affairs specialist. I have always been interested in the Army. In fact, when I lived in Italy I thought of joining the Italian Army."

Finally, after many revisions and rejections, the novel was ready for publication and was ultimately picked-up by Publish America. In July 2005 "Breathing God" was officially released on Amazon.com. To help promote his novel, Sauret had a book signing at a Borders store in the Pittsburgh Mills Mall.

"I read the first few pages of the novel and thought it was very well written, so I decided to buy it," said Border's customer Donna Cribbes, who bought the novel at the book signing. "If the rest of the book is the same, I will recommend the novel to my friends and family."

> "…but it also talks about very serious issues that will make the reader think about their own relationship with God."
> — Alan Sauret

The fact that Sauret has already written a novel makes him an asset to the Army Reserve. At his unit Sauret's experience and writing talent will be put to good use performing public affairs missions, which include writing news and feature articles.

"As a unit, we are all very proud of SPC Sauret, and we need to keep encouraging him in his endeavors. I am in awe of his dedication and talent, especially at his young age. The sky is the limit for him as a Soldier and as a person," said CPT Anthony Carslile, the commanding officer of the 354th MPAD.

Sauret is currently working on a mini-biography of his experience in basic training at Fort Knox. He hopes once it's finished future Soldiers will read it to see what their basic training will be like. He also urges people to visit his website, **www.michelsauret.com**, where they can read the first chapter of his novel as a preview.

As Sauret continues to grow as a person, Soldier and writer, it seems apparent that his talents and drive will blossom into something extraordinary. So we should see more interesting stories emanating from his keyboard in the future. ARM

Around the Globe

OIF ARMY RESERVE MPS VISIT AUSTRALIA

By SSG Nate Orme
214th Public Affairs Detachment

SYDNEY, Australia — A contingent of Army Reserve military police (MP) Soldiers were in Australia recently, participating in parades, ceremonies and joint training as guests of their Aussie counterparts, in association with Australian Reserve Forces Day (RFD) celebrations.

Between events, the American MPs learned, among many things, that "Coy" is the abbreviation for Company and Australian Soldiers are nicknamed "Diggers;" that "bloke" is still widely used for a male, but "shiela" is rarely used for a female anymore; and also that the expression "crikey" is now about as hip as "groovy."

American service members first attended the annual event in 2001. This year, MPs from the United States, the United Kingdom and Canada were invited to emphasize the 90th anniversary of the Royal Australian Corps of Military Police. RFD has been held since 1997, when it was created by retired Australian reservists led by retired LTC John Moore, with the help of the government. Moore continues to serve as national executive officer on the private RFD Council and was an indispensable presence for the visiting MPs.

The 415th MP Detachment from St. Louis, Mo., comprised 23 of the 27 MPs invited. The unit had previously won the Reserve Officer's Association 2006 Unit of the Year award in the detachment-size category, in large part due to its outstanding service in Iraq during 2004.

The 306th MP Battalion from Uniondale, N.Y., and the 339th MP Company of Davenport, Iowa, sent two Soldiers each to Australia. One of those Soldiers from the 415th had served with the 339th in Iraq.

While in Australia, the MPs met the Governor of New South Wales, Her Excellency Professor Marie Bashir, not once, but twice. The first meeting was to welcome the MPs to Australia at the elegant Governor's House on June 25, 2006, and the second was at the Parliament House on July 2 following the RFD Parade in downtown Sydney. In between meetings with the Governor, the MPs joined in several ceremonial and training events.

On June 27 the Soldiers participated in a ceremony at the Australian War Memorial in the nation's capital of Canberra. A wreath was laid by representatives from each nation in the magnificent stain-glassed Hall of Memory, sheltering Australia's Tomb of the Unknown Soldier.

"It was a privilege to do something to honor another country's fallen comrades. It was very special. It was also fortunate to get to see another country's capital," said MSG Bill Saccente, 415th MP Det.

> "It was a privilege to do something to honor another country's fallen comrades. It was very special."
> — MSG Bill Saccente

On June 28 the group visited Lamia Barracks in the Sydney suburb of Holsworthy and home to the Defence Police Training Centre (DPTC). Australian MAJ David McGarry, chief instructor for training, said the DPTC teaches 32 different courses. Each nation's representative gave a seminar on MP training issues and practices, including lessons learned from those deployed to Iraq. Part of the day involved touring facilities, including a new forensics lab and a detainee corrective facility.

"It surprised me that the detainee facility is used for training as well. It's definitely different. Corrective training is not used a lot in America anymore (in the military penal system)," said SPC Valerie Bleckman, 415th MP Det., who has been attending college to become a paramedic since she has been back from Iraq.

> "It's fascinating to see how the Australian Army operates."
> — MAJ Robert Berry

Since many of the MPs are also police officers as civilians, the Soldiers visited the New South Wales Police College at Goulburn and were given a brief tour, making them a rare sight for students there.

Another trip took the MPs to an Australian Reservist Infantry unit, which was conducting Tuesday night drill. The "Diggers" talked about their training and equipment, and afterward all the Soldiers talked about the differences and similarities between the nations present.

"It's fascinating to see how the Australian Army operates. There are some differences, but for the most part, it's very similar to the United States. The challenges are the same in recruiting and retention," said MAJ Robert Berry, 306th MP Bn.

Berry was echoed by his Australian counterpart: "There's no panacea to recruiting. You've got to do the boring bits before you train," said MAJ Ian Hendry-Adams.

Seeing the uniqueness of the visit, and with Moore's on-the-fly coordinating, the MPs got a spot on the Australian national morning show, Sunrise. One Soldier from each nation was interviewed by weatherman Grant Denyer while the other MPs stood in formation in the cool Sydney winter morning.

Rounding out the trip were marches in two RFD parades — one in the coastal city of Newcastle on July 1 followed the next day by a parade through downtown Sydney. Luckily, RFD is celebrated on different days in different cities. After the Newcastle parade, the city's Lord Mayor John Tate spoke to the paraders and public from a stage near the beach.

Hundreds of current and former World War II Australian Reservists marched in the parade. Many of the older Soldiers served in the draft force that existed from 1951 to 1972, known as "Nashos," said Noel Moulder, President of the 2006 Nasho Reunion Association. Today's Australian military is a volunteer force.

> "You really do it right. There is no way we can beat the Australian hospitality."
> — LTC Irene Glaeser

Adding to the atmosphere, several vintage military vehicles were in operation for the parade and many of the participants wore traditional kilts, including a bagpipe troupe.

"It was cool to see the other Soldiers there from different wars," said SFC Brian Lemkee, 415th MP Det. "It felt good to be honored to be asked to represent the Army Reserve and the MP Corps."

In Sydney, Bashir greeted the MPs prior to them marching and later saluted them as they passed by her dais. Along with the Governor stood Australian hero, Victoria Cross-recipient Keith Payne. Payne is the most decorated living Australian, and is listed in Fort Bragg, N.C.'s Hall of Heroes for his joint service with the United States while in Vietnam, for which he was awarded the Distinguished Service Cross and Silver Star. Payne spoke afterward to the MPs at a private reception at the Parliament House.

"It is a great honor and privilege to do what you can for the younger generation," said Payne.

LTC Irene Glaeser, coordinator with the United States Army Reserve Command and an MP as well, thanked the Australians, saying, "I've never seen so many veterans on parade. You really do it right. There is no way we can beat the Australian hospitality."

Retired Australian Reserve MPs lead American, British and Canadian Reserve MPs to the Governor's House.

PHOTO: SSG NATE ORME

MPS OPERATE ABU GHRAIB, BAGHDAD POLICE ACADEMY

By SSG Nate Orme
214th Mobile Public Affairs Detachment

BAGHDAD — The 415th Military Police (MP) Detachment operated the Baghdad Police Academy, training over 17,000 students in various law enforcement courses. While under the 415th's command, the academy was the only facility to train female police officers, graduating 290. The unit also defended the academy against insurgent-led riots, small arm and rocket-propelled grenade attacks, and a vehicle-born improvised explosive device (VBIED) attack on the academy's rear gate.

The 306th MP Battalion was given the unenviable mission of operating the Abu Ghraib Interment Facility after the widely-publicized prisoner abuse incidents at the prison. The 306th MP Bn. took the seemingly thankless task and greatly helped reform and defend the prison, as acknowledged by the U.S. Congress and the commanding general of Multi-National Forces-Iraq, among others.

Being located on the edge of Baghdad in the heart of the enemy insurgency radically complicated the 306th MP Bn.'s mission. Part of the prison named the Forward Operating Base, Abu Ghraib, was the most heavily shelled base in Iraq, based on rounds per square foot, said MAJ Robert Berry, 306th MP Bn. Most notable was a night attack in April 2005.

"The operation's number of attackers, order of attacks, time involved, and geographic scope made this the most sophisticated attack carried out against a coalition facility to date," said Berry. "Over 60 insurgents conducted this well-planned, well-coordinated attack using improvised explosive devices (IEDs), VBIEDs, indirect fire, and a small-unit assault."

The 339th MP Company's mission was no less demanding, as it involved constant driving on Iraq's IED-infested highways while moving detainees and escorting Soldiers between facilities.

RANGER COMPETITION PREPARES AMERICAN, GERMAN SOLDIERS FOR DEPLOYMENTS

By SFC Derrick Witherspoon
Public Affairs Office
7th Army Reserve Command

BAUMHOLDER, Germany — Training Soldiers to be mission capable during operations such as Iraqi Freedom and Enduring Freedom is essential, and finding inventive and interesting ways to conduct that training may be difficult at times. One Army Reserve unit located in Germany found a way to incorporate both by combining training with a competition known as the Mosby Ranger Competition.

The joint competition, named after GEN John S. Mosby, a former confederate Army general and one of the first noted rangers, is an international competition between U.S. Army Reserve units from the 7th Army Reserve Command and German Reserve units from the German Reserve Association. The competition, held at Smith Barracks in Baumholder, is designed to help foster camaraderie between U.S. and German Soldiers and help them enhance their technical and tactical skills.

"If Soldiers have that sense of motivation and purpose, they can move mountains."
— CPT Ryan D. Bromenschenkel

During the three-day competition, teams of five battle to earn the highest amount of points to win the prestigious Mosby trophy. They compete in a number of basic Soldier skills events such as weapons and hand grenade qualification and familiarization; weapons assembly and disassembly of the M9 pistol, M16 rifle and M249 squad automatic weapon; land navigation; and many other Soldier skills needed to excel and survive during military operations. One of the events allowed Soldiers to perform military operations on urban terrain (MOUT) as they traveled through a mock Iraqi village filled with artificial improvised explosive devises, pretend enemy forces and Iraqi civilian role-players.

CPT Ryan D. Bromenschenkel, 313th Rear Operations Center (ROC), who is in charge of the Mosby Ranger Competition, said he wanted the contest to allow Soldiers to get back to training on their basic Soldier skills.

"The whole competition is based on basic infantryman's skills," said Bromenschenkel. "That's the most important thing in today's Army, because everyone is a specialist in something, but when it comes down to it, the task Soldiers performed in this competition are basic Soldier skills that every Soldier needs to become proficient at."

Bromenschenkel said the competition helps Soldiers polish their infantry skills while at the same time allowing them to have fun and build morale in a competitive environment.

"Morale is a big issue, especially with today's OP-TEMPO," said Bromenschenkel. "With great morale comes motivation and when you're motivated you can do anything, and I think that's the biggest part in any outstanding unit or team. If Soldiers have that sense of motivation and purpose, they can move mountains."

Bromenschenkel said he also wanted the competition to help Soldiers foster an ongoing relationship with their German counterparts.

"I want them to learn as much as they can from the German Soldiers because they have a different way of doing things too, and that is essential, especially in USAREUR (U.S. Army Europe) because of the amount of contact we have with foreign militaries," said Bromenschenkel. "When you go on missions or deploy to support operations these days, it's not just U.S. forces you're dealing with or working side-by-side with."

1LT Johannes Niklas, officer in charge of the German Reserve Association team, reiterated the same thoughts as Bromenschenkel. "It's essential that Soldiers understand the importance of international partnerships, especially with the international working relationships that take place on the battlefields of today," Niklas said.

"It doesn't matter if you're with the German Army or American Army, training is training."
— SFC Christoph Schaefer

Niklas added that while participating in this competition, he wanted his Soldiers to get a better understanding of how American Soldiers train in preparation for military operations.

SFC Christoph Schaefer, also a member of the German Reserve Association, said he was enthusiastic about training with the American Soldiers.

"When you get the opportunity to see how other military forces work, it helps you understand them more when you have to work with them in places like Afghanistan or Iraq," said Schaefer. "What I have found is that we really have similar ideas when it comes to training. It doesn't matter if you're with the German Army or American Army, training is training."

SGT Michael S. Ryan, a U.S. Army Reserve Soldier with the 313th ROC, said he also enjoyed working with the German Soldiers, but he emphasized the cohesion he built with the Soldiers in his unit.

PHOTO: SFC DERRICK WITHERSPOON

SSG Charles R. Wallace (right), 793rd Movement Control Team, helps LT Johannes H. Niklas, German Reserve Association officer, with his M16 during the 2006 Mosby Ranger Competition.

"This really helps to build that unit cohesion that is needed down range," said Ryan, who is a recipient of the Combat Action Badge. "Out here you're in the field working with your buddies and your superiors and you're learning how each of you works and learning things about them that will help you in a combat zone. Going down range you need to have a tight bond with your buddies because they are your life support."

"Going down range you need to have a tight bond with your buddies because they are your life support."
— SGT Michael S. Ryan

Ryan said this form of competition would definitely help Soldiers preparing to deploy to Iraq or Afghanistan.

"Back in the states, I'm not sure if Army Reserve units do this type of competition or not, but if they don't they should, because this brings a unit together and trains Soldiers on some of what to expect in Iraq or Afghanistan," Ryan said.

The overall winner of the 2006 Mosby Ranger Competition was the 317th Rear Operations Center from Wiesbaden, Germany. Second place went to the 793rd Movement Control Team and third place went to the 313th Rear Operations Center, both located in Kaiserslautern, Germany.

Using the Mosby Ranger Competition as a tool, the 313th Rear Operations Center did find an inventive and interesting way to train American and German Soldiers, but as Bromenschenkel reiterated, the basic Soldier skills are what he's glad the Soldiers were able to leave with.

"...the whole competition is based on basic infantryman's skills."
— CPT Ryan D. Bromenschenkel

"I wanted all of the Soldiers to go back to the basics, because as I said, the whole competition is based on basic infantryman's skills," said Bromenschenkel, "because it's not a matter of if, but when we will be called to support a military operation, and we all need to be prepared." ARM

ARMY RESERVE HONOR ROLL
AS OF SEPTEMBER 25, 2006

SGT Kevin D. Akins
MAJ Stuart M. Anderson
SGT Roberto Arizola, Jr.
CSM Edward C. Barnhill
SGT Gregory A. Belanger
CPL Mark A. Bibby
SFC Kelly M. L. Bolor
SPC Roy Buckley
SPC Charles E. Bush, Jr.
CPT Paul J. Cassidy
PFC Thomas D. Caughman
SPC Doron N. Chan
SPC Jonathan M. Cheatham
SSG Thomas W. Christensen
1SG Christopher D. Coffin
SPC Gavin J. Colburn
MAJ David S. Connolly
SSG Todd R. Cornell
SPC Richard M. Crane
LTC Terrence K. Crowe
SSG Donald N. Davis
SPC Lauro G. DeLeon, Jr.
SFC Robert V. Derenda
SSG Christopher W. Dill
SGT Catalin D. Dima
SPC Jeremy M. Dimaranan
SSG Carlos Dominguez
SSG Richard S. Eaton, Jr.
SGT Gary A. Eckert, Jr.
SSG Jeffrey J. Farrow
MAJ Gregory J. Fester
SGT Nathan R. Field
SSG Ryan D. Foraker
SPC Kendell K. Frederick
SGT Bryan L. Freeman
SGT David T. Friedrich
SPC Luke P. Frist
SPC Nichole M. Frye
SFC Dan H. Gabrielson
SGT David J. Goldberg
PFC Gregory R. Goodrich
PFC Devin J. Grella
SPC David E. Hall
SPC Robert E. Hall, Jr.
SGT James W. Harlan
SSG Darren Harmon
SGT Kenneth W. Harris, Jr.
SFC David A. Hartman
SSG Stephen C. Hattamer
SSG Robert Hernandez
SGT Edward R. Heselton
SPC Julie R. Hickey
SGT Anton J. Hiett
SPC Joshua L. Hill
SPC Benjamin D. Hoeffner
SFC Merideth L. Howard
SPC Bert E. Hoyer
SGT Eric R. Hull
CPL Derence W. Jack
CPT Benjamin D. Jansky
SPC Joseph A. Jeffries
SPC Robert T. Johnson
SFC Matthew R. Kading
MSG Paul D. Karpowich
LTC Paul W. Kimbrough
SPC Adam G. Kinser
SSG Charles A. Kiser
SPC Adam L. Knox
SGT Elmer C. Krause
SSG Mark A. Lawton
SSG Wilgene T. Lieto
CPT Shane R. Mahaffee
SFC Curtis Mancini
SGT Myla L. Maravillosa
SSG Stephen G. Martin
SGT Arthur S. Mastrapa
SSG James D. McNaughton
SFC Otie J. McVey
1SG Tobias C. Meister
SPC Christopher T. Monroe
SGT Melvin Y. Mora
SSG Richard L. Morgan, Jr.
SFC Lawrence E. Morrison
SSG James D. Mowris
SGT Rodney A. Murray
SGT Paul T. Nakamura
MSG Robb G. Needham
SPC Charles L. Neeley
SSG Clinton T. Newman
SPC Allen D. Nolan
SGT Joseph C. Nurre
SGT Larry W. Pankey, Jr.
SGT Evan S. Parker
SSG Robert J. Paul
PFC Luis A. Perez
SSG James L. Pettaway
LTC Mark P. Phelan
SGT Jaror C. Puello-Coronado
SGT Miguel A. Ramos
SSG Joseph R. Ray
SGT Pierre A. Raymond
SPC Brandon M. Read
SGT Regina C. Reali
SPC Ramon Reyes-Torres
SGT Lawrence A. Roukey
1SG Carlos N. Saenz
SSG Cameron B. Sarno
SGT Danton K. Seitsinger
LTC Anthony L. Sherman
SSG Benjamin J. Slaven
LTC Albert E. Smart
MAJ Charles R. Soltes, Jr.
SGT Joshua A. Terando
SGT Jarret B. Thompson
SSG Frank F. Tiai
SGT Tina S. Time
SPC Brandon Tobler
SGT Nicholas A. Tomko
SPC Juan M. Torres
SPC Teodoro Torres
SSG Nathan J. Vacho
SGT Jose M. Velez
SGT Brad A. Wentz
SGT Cheyenne C. Willey
SGT James Witkowski
LTC Thomas A. Wren

We memorialize these Soldiers' lives
by the actions we take as leaders.